



Co-funded by
the European Union



SUOMI
FINLAND



LOCAL ADAPTATION
TO CLIMATE CHANGE
LACC PROJECT

LACC PROJECT IMPLEMENTATION MANUAL

September 2025

Endorsed in 2nd Supervisory
Board meeting



Name of the project: Local Adaptation to Climate Change (LACC) Project

Duration of the project: 11/2024 -10/2029

Type of document: Project Implementation Manual (PIM)

Approved by the Supervisory Board on: 26 September, 2025

Prepared by: Project Support Unit, Birendranagar, Surkhet

Target Users: Users Committees implementing LACC Project schemes, procurement committees, LGU staffs, Project staff, external materials suppliers, LG office and all relevant stakeholders of LACC Project

Distribution of the document: Public, Office of Rural Municipal/Municipal Executive, Local Governments' Project Management Committees, Local Governments staff & service providers, LACC Project staff

This publication was co-funded by the European Union. Its contents are the sole responsibility of the LACC Project and do not necessarily reflect the views of the European Union.

TABLE OF CONTENTS

1	INTRODUCTION	1
2	PROJECT DESCRIPTION.....	2
2.1	Overview to Objectives, Results Areas and Targets	2
2.2	Project Working Area	4
2.3	Organizational Set-Up.....	4
2.4	Fund Flow	7
2.5	Contribution from Different Stakeholders	9
2.6	Fund Flow and Release to Local Governments	10
2.7	Capital Investment - Public Construction	10
2.8	Programme (Recurrent) Cost – Capacity Building	12
2.9	Fund Flow and Financial Management at UC Level.....	13
2.9.1	Users Committee account.....	13
2.9.2	Bookkeeping at Users Committee level	13
2.9.3	How to keep records?	14
2.9.4	Who will keep records?.....	14
2.9.5	Scheme related procurement	15
2.9.6	Reporting.....	15
2.9.7	Public Audits and financial clearance.....	15
2.9.8	Financial clearance of schemes.....	16
2.10	Monitoring and Auditing of NRDF	17
2.10.1	Overview to NRDF Account.....	17
2.10.2	Auditing NRDF Account.....	18
2.10.3	Auditing Users Committee account.....	18
3	APPROACH AND STRATEGY.....	18
3.1	Thematic Scope	18
3.2	Cross Cutting Objectives.....	19
3.2.1	Gender equality, disability inclusion and non-discrimination.....	19
3.2.2	Mainstreaming climate resilience	21
3.2.3	Promoting low emission development	22
3.2.4	Safeguarding biodiversity and protecting environment	23
3.3	Approach for Result Area 1: Natural Resources & Livelihoods	24
3.3.1	Introduction to Result Area 1 natural resources and livelihoods	24
3.3.2	Forest management	24

3.3.3	Key approaches for forest management activity implementation	26
3.3.4	Forest management activities	27
3.3.5	Agroforestry and livelihood activities	29
3.3.6	Irrigation Schemes.....	30
3.3.7	Disaster Risk Management (DRM)	30
3.3.8	Value chains and cooperatives.....	31
3.3.9	Improved Cooking Stoves (ICS) and Improved Water Mills (IWM).....	32
3.4	Approach for Result area 2: Inclusive & sustainable water management	33
3.4.1	Overview to Result area 2	33
3.4.2	Implementation principles in water supply schemes	35
3.4.3	Scheme sustainability.....	36
3.4.4	Drinking water supply and multiple use water systems	36
3.4.5	Sanitation and hygiene promotion	37
3.4.6	Menstrual hygiene management	39
3.4.7	Water quality and water safety	40
3.4.8	Post-construction phase	41
3.5	Approach for Result area 3 Good GovernancE and stakeholder collaboration	42
4	HUMAN RESOURCES MANAGEMENT AT LOCAL LEVEL	43
4.1	OVERVIEW TO Human Resources at Local Governments	43
4.2	REQUIRED Human Resources at Local Governments.....	44
	45
4.3	Steps for Recruitment at Local Level	46
4.4	Short Term Service Providers Selection Process	46
5	PLANNING	46
5.1	aligning with local government and community level planning	46
5.1.1	Alignment with GoN annual planning process.....	46
5.1.2	Alignment with LG level sectoral planning.....	47
5.1.3	Alignment with community level planning	48
5.2	Prioritization of LACC working areas within local levels.....	48
5.2.1	Cross-sectoral integration via catchment approach	48
5.2.2	Other criteria for prioritization of working locations within LGs:.....	49
6	CAPACITY BUILDING GUIDELINES	51
6.1	Overview to capacity building	51
6.2	Classification of Capacity Building Activities by Source of Funding	51

6.2.1	Overview to Classification of Capacity Building	51
6.2.2	Community-level capacity development	53
6.2.3	Local Government level capacity development	53
6.2.4	National and Provincial Level	54
6.3	Planning and Reporting Capacity Building Activities	55
6.4	Norms for Budgeting Different Capacity Building Events.....	55
6.4.1	Overview to norms for trainings and other capacity building events.....	55
6.4.2	Norms for community and Ward level trainings.....	56
6.4.3	Norms for LG/District/Cluster level trainings.....	56
6.4.4	Norms for technical trainings.....	56
6.4.5	Norms for exposure visits	57
6.4.6	General norms for Resource Persons.....	57
6.1.	Research and study	59
7	MONITORING, EVALUATION AND MIS.....	60
7.1.	LACC Project Comprehensive Monitoring Concept	60
7.2.	Monitoring at Different Levels	62
7.3.	Monitoring Teams	64
7.4.	Management Information System	65
8	SOCIAL & FINANCIAL SAFEGUARDS	68
9	VISIBILITY AND COMMUNICATIONS	71

LIST OF FIGURES

Figure 1	Organisational Chart of LACC Project	5
Figure 2	LACC Project Local level organogram	7
Figure 3	LACC Project Fund flows	8
Figure 4	Monitoring and Flow of Information	62
Figure 5	Logos – LACC Project, funders and Cowater.....	71

LIST OF TABLES

Table 1	LG’s instalments to UCs for water supply and MUS.....	11
Table 2	LG’s instalments to UCs for irrigation	11
Table 3	LG’s instalments to UCs for other small infrastructure and investments	11
Table 4	Required Human Resources for LACC Project at LG Level	44

Table 5 Basic requirement of human resources required to work in LGU for LACC Project implementation	45
Table 6 Classification of capacity building activities by source of funding	52
Table 7 Norms for UC/Ward level training	56
Table 8 Norms for district/local government level training.....	56
Table 9 Norms for local government/district/ cluster level technical training at rural areas	57
Table 10 Norms for exposure visits.....	57
Table 11 Basis for local resource persons fee (amount in rupees).....	59
Table 12 Monitoring at different levels	63
Table 13 Appropriate time of various monitoring visits for different schemes	64
Table 14 Composition of local level monitoring team.....	64
Table 15 Composition of scheme level monitoring team.....	65
Table 16 Knowledge Management in the Project	72

LIST OF ANNEXES

- PIM Annex 1. LACC Project Contribution Pattern for NRDF-Supported Activities at Local Level (2025)
- PIM Annex 2. LACC Project Community Procurement Guideline (2025)
- PIM Annex 3. LACC Project Local Government Unit Staff Selection and Mobilization Guideline (2025)
- PIM Annex 4. LACC Project SBS Charts – Forest Management (2025)
- PIM Annex 5. LACC Project SBS Chart – Agroforestry and Livelihood (2025)
- PIM Annex 6. LACC Project SBS Chart – Value chains and Cooperatives (2025)
- PIM Annex 7. LACC Project SBS Chart – Water Supply, Irrigation and MUS (2025)
- PIM Annex 8. LACC Project MoFAGA and Local Government MoU template (2025)
- PIM Annex 9. LACC Project MoFAGA and Province Government MoU template (2025)

LIST OF KEY SUPPORTING DOCUMENTS

- PIM Ref 1. Agreement between GoF and GoN on the Co-operation in LACC Project (2024)
- PIM Ref 2. LACC Project Document (2024)
- PIM Ref 3. LACC Project Operational Guideline (Karyabidhi) (2025)
- PIM Ref 4. LACC Project Step-By-Step Manual – Forest Management (2025)
- PIM Ref 5. LACC Project Step-By-Step Manual – Agroforestry and Livelihood (2025)
- PIM Ref 6. LACC Project Step-By-Step Manual – Value chains and Cooperatives (2025)
- PIM Ref 7. LACC Project Step-By-Step Manual – Water Supply, Irrigation and MUS (2025)
- PIM Ref 8. LACC Project Scheme Monitoring Book – Forest Management (2025)
- PIM Ref 9. LACC Project Scheme Monitoring Book – Agroforestry and Livelihood (2025)
- PIM Ref 10. LACC Project Scheme Monitoring Book – Value chains and Cooperatives (2025)
- PIM Ref 11. LACC Project Scheme Monitoring Book – Water Supply, Irrigation and MUS (2025)
- PIM Ref 12. LACC Project Scheme Monitoring Book – Toilet and Sanitation Infrastructure (2025)
- PIM Ref 13. LACC Project Scheme Monitoring Book – IWM, ICS, SP, Conservation Activities, DRM (2025)
- PIM Ref 14. LACC Project Climate Smart Agriculture and Home Garden Management Handbook (2025)
- PIM Ref 15. LACC Project Climate Smart Agriculture Training Manual (2025)
- PIM Ref 16. LACC Project Annual Planning Process with Inclusive Toile Development Proposal (2025)
- PIM Ref 17. LACC Project GEDSI and HRBA Strategy and Action Plan (2025)
- PIM Ref 18. LACC Project Communications and Visibility Strategy and Action Plan (2025)

See all documents in the List of Reference Documents.

ABBREVIATIONS

AEPC	Alternative Energy Promotion Centre	LFUG	Leasehold Forest Users Group
AWP	Annual Work Plan	LG	Local Government
BCC	Behaviour Change Communication	LGU	Local Government Project Implementation (WASH and Environment) Unit
CAO	Chief Administrative Officer (local governments)	LMBIS	Line Ministry Budgetary Information System
CCA	Climate Change Adaptation	MFA	Ministry for Foreign Affairs (of Finland)
CFUG	Community Forest Users Group	MHM	Menstrual Hygiene Management
CR-WSP	Climate Resilient Water Safety Plan	MIS	Management Information System
CV	Curriculum Vitae	MoFAGA	Ministry of Federal Affairs and General Administration
DMM	Dignified Menstrual Management	MoU	Memorandum of Understanding
DRM	Disaster Risk Management	MSME	Micro-, Small and Medium-sized Enterprises
DSA	Daily Subsistence Allowance	MUS	Multiple Use Water Systems
EU	The European Union	NFDN	National Federation of Disabled Nepal
FECOFUN	Federation of Community Forestry Users	NPD	National Project Director
FEDWASUN	Federation of Drinking Water and Sanitation Users Nepal	NPR	Nepalese Rupees
FY	Fiscal Year	NRDF	Natural Resources Development Fund
GEDSI	Gender Equality, Disability and Social Inclusion	NRM	Natural Resource Management
GIS	Geographic Information System	O&M	Operation and Maintenance
GoF	Government of Finland	ODF	Open Defecation Free
GoN	Government of Nepal	PCC	Province Coordination Committee
GPS	Global Positioning System	PCO	Province Coordination Office
HH	Household	PIM	Project Implementation Manual (the Manual)
HRBA	Human Right Based Approach	PMC	Project Management Committee
ICIMOD	International Centre for Integrated Mountain Development	PSU	Project Support Unit
ICS	Improved Cooking Stoves	QARQ	Quantity, Accessibility, Reliability and Quality
IEC	Information Education and Communication	RVWRMP	Rural Village Water Resources Management Project
IUCN	International Union for Conservation of Nature	RWSSP-WN	Rural Water Supply and Sanitation Project in Western Nepal
IWM	Improved Water Mill	SBS	Step-by-Step
LACC	Local Adaptation to Climate Change	SDG	Sustainable Development Goal
LAPA	Local Adaptation Plan of Action	SUSWA	Sustainable WASH for All
LDCRF	Local Disaster and Climate Resilient Framework	TA	Technical Assistance
LDCRP	Local Disaster and Climate Resilient Plan	TCC	Technical Coordination Committee
		TSU	Technical Support Unit
		UC	Users Committee

UN	United Nations
UNDP	United Nations Development Programme
VAT	Value Added Tax
VMW	Village Maintenance Worker
WASH	Water Sanitation and Hygiene
WSP	Water Safety Plan
WUMP	Water Use Master Plan

1 INTRODUCTION

This Project Implementation Manual (PIM) is prepared to ensure uniformity while implementing the Local Adaptation to Climate Change Project (LACC Project) funded activities at the local level. It sets the overall frame of reference for all approaches and activities in LACC Project. Minor changes with no financial implications may be made as needed over the project period while major changes with financial implications are subject to prior approval by the Supervisory Board meetings.

This PIM follows the process and procedures underlined in the Local Government Operation Act, 2074 and corresponding Regulations. It is further supported by the Step-by-Step Manuals related to drinking water supply, irrigation, Multiple Use Water Systems (MUS), Improved Cooking Stoves (ICS) and Improved Water Mills (IWMs), conservation related schemes, climate change and disaster related schemes, livelihoods/agroforestry-related schemes, school toilet schemes and value chain activities. The PIM is further supported by the LACC Project Human Rights Based Approach and Gender Equality, Disability and Social Inclusion (HRBA & GEDSI) Strategy and Action Plan and other thematic manuals.

The structure of the guideline is to give quick access to main operational topics. Some topics that are described in detail in separate manuals are not included here. For instance, GEDSI is mainstreamed in this report while the LACC Project GEDSI & HRBA Strategy and Action Plan provide further details, targeted action and other guidance.

Since LACC Project builds on the foundation of Rural Village Water Resources Management Project (RVWRMP), the Project Document recommends aligning the working modality and approaches with those of RVWRMP. Accordingly, this manual has been developed with reference to the RVWRMP Phase III Project Implementation Guidelines, finalized in February 2018 and approved by the RVWRMP Supervisory Board on March 5, 2018. Additionally, contents of the manual related to water supply, sanitation and hygiene (WASH) has been developed with the reference to Rural Water Supply and Sanitation Project in Western Nepal, (RWSSP-WN), RVWRMP and Sustainable WASH for All (SUSWA) project.

The Project Support Unit (PSU) is authorised to develop and issue other supporting manuals and formats as per need.

Definition: In this document, the abbreviation “UC” is used to cover **any type of users committee** entitled to receive LACC Project funding channelled to them through the local governments’ accounts. Their schemes and budgets are identified in Annual Work Plans.

These UCs can include such as Community Forestry Users Groups, Leasehold Forestry Users Groups, Cooperatives, School Management Committees or such as farmers groups who sign contract with the local government for the implementation of an investment scheme.

These UCs have the lead role in planning, implementing and later managing their investment. This is done to guarantee the ownership of the Project amongst the beneficiaries.

2 PROJECT DESCRIPTION

2.1 OVERVIEW TO OBJECTIVES, RESULTS AREAS AND TARGETS

The Local Adaptation to Climate Change Project (LACC Project) is supported by the Government of Nepal (GoN), the European Union (EU) and the Government of Finland (GoF). It is a continuation of financial and technical support that GoF has provided to water sector in Nepal since 1989. The European Union started financing the RVWMP in November 2017, through an arrangement of delegated management to the Ministry for Foreign Affairs of Finland.

References:

- PIM Ref 1. Agreement between GoF and GoN on the Co-operation in LACC Project (2024)
- PIM Ref 2. LACC Project Document (2024)
- PIM Ref 3. LACC Project Operational Guideline (Karyabidhi) (2025), including MoUs between MoFAGA & LGs

The Project is financed jointly by the governments of Nepal and Finland, and the EU through sharing the costs with **local governments (LGs)**, province governments, communities and Users Groups.

Cost sharing and contributions from different stakeholders are discussed in Chapter 6. Contributions differ depending on type of intervention and technology used. Actual annual budgets are planned and approved in the Annual Work Plans (AWPs) for each Nepali Fiscal Year (FY) within the total ceiling of the Project funding. These are approved by the Project Supervisory Board.

LACC Project is a multi-sectoral project, which supports provincial and local governments to undertake their mandate in providing services to their people, focusing on

- helping governments develop legal frameworks, institutional capacity, and human resources for gender-transformative, socially inclusive, and disability-inclusive natural resource management and climate adaptation and
- strengthening community capacities for inclusive environmental conservation, sustainable resource management, and livelihood diversification

LACC Project works with a range of community groups, particularly with the various types of **Users Committees (UC)**. These are usually registered groups who can open bank accounts and received funds for the implementation of the investment schemes. These include Water Users and Sanitation Committees, Water Users Groups, Irrigation Users Groups, farmers groups, Community Forest Users Groups, Community Leasehold Forest Users Groups and other users' organization. ***In this document, the abbreviation "UC" is used to cover any type of users committee entitled to receive LACC Project funding channelled to them through the local governments' accounts.*** These UCs have the lead role in planning, implementing and later managing their investment. This is done to guarantee the ownership of the Project amongst the beneficiaries.

Objectives and Result Area of LACC Project

LACC Project's impact statement is: The people in all their diversity **and their livelihoods and** living conditions in Sudurpashchim and Karnali are more resilient to impacts of climate change and they use natural resources in a sustainable manner. **The outcome statement:** Sudurpashchim and Karnali provinces, selected local levels and communities adopt climate resilient, gender equal and inclusive

practices for sustainable natural resource management and livelihoods with equal participation of all segments in society.

The achievement of the expected outcome is built on three outcome/result areas and mainstreaming five cross-cutting objectives: gender equality, non-discrimination with an emphasis on disability inclusion, climate resilience, low emission development, and protection of the environment, with an emphasis on safeguarding biodiversity.

Result Area I: Climate resilient livelihoods and inclusive management and conservation of terrestrial ecosystems with the following outputs:

- Output 1.1 Climate-smart agricultural and agroforestry practices strengthened to promote food security and income improvement.
- Output 1.2 Sustainable use of natural resources as energy sources promoting time efficiency especially for women.
- Output 1.3 Communities, with equal participation from all, are able and motivated to manage and conserve land and natural resources and ecosystems.

Result Area 2: Inclusive and sustainable water management practices strengthened with the following outputs:

- Output 2.1 Communities, with equal participation from all, are able and motivated to manage and protect water bodies, water sources and ground water.
- Output 2.2 Climate resilient, safe, and functional multiple use water services and total sanitation

Result Area 3: Enabling conditions and governance for sustainable, inclusive, and integrated natural resource management in provinces and local levels:

- Output 3.1 Effective and inclusive provincial and local level governance systems promoting the federal structure and holistic planning.
- Output 3.2 Efficient knowledge sharing and linkage building with relevant actors (private sector, Civil Society Organizations, academia) for strengthened capacity and enabling conditions.

Attention to capacity building and GEDSI:

- All beneficiary information is disaggregated by gender, caste/ethnicity, identifying if the family has persons with disabilities and for training events & age group. This is to ensure inclusion.
- Information on capacity building beneficiaries is disaggregated by gender, caste/ethnicity, disability, and age group.
- Community Forest User Groups (CFUGs) key positions (chair, vice chair, secretary and treasurer) are held by women, persons with disabilities and different caste/ethnicities, in line with their proportion in community
- Users' Committees (UCs) key positions (chair, vice chair, secretary, and treasurer) are held by members who are women, persons with disabilities and caste/ethnicity in line with their proportion in community.

2.2 PROJECT WORKING AREA

LACC Project will work with 41 local governments in Karnali and Sudurpashchim Provinces. Additionally, the Project will collaborate with selected urban local governments as value-chain municipalities to enhance market access and value-chain infrastructure for agroforestry and agricultural production from the rural working local governments. The number of working local governments may change in the future based on the decisions of the Project Supervisory Board. **Hereafter, both rural municipalities (gaunpalikas) and municipalities (nagarpalikas) are referred to as local governments (LGs).**

LACC Project Batch I local governments were selected based on the field assessment carried out by the TA hired experts. The criteria for selection of 14 local levels (12 from Sudurpashchim and 2 from Karnali) paid attention to a) pre-identified needs, b) human resource capacity of the local government, c) commitment and willingness, d) geographical clustering, e) absence of similar projects and f) climate vulnerability.

To select additional local government, total 27 (8 from Sudurpashchim province and 19 from Karnali province), a detailed process outlined in the LACC Project Operational Guideline (2025) (जलवायु परिवर्तन स्थानीय अनुकूलन परियोजना सञ्चालन कार्यविधि-२०८२) was followed. Proposals were received from a total of 56 local governments. Eligibility criteria of local governments included: not being part of similar programs including the Local Infrastructure Support Program (LISP) or SUSWA implemented with the support of the European Union and the Government of Finland, or any other programs of similar nature and committing at least 20% co-funding for investment budget. Proposals were evaluated based on financial commitment, service coverage, project overlaps, share of marginalized populations, availability of relevant plans, Multi-dimensional Disparity Index score and local geographical clustering. Field verification of the submitted proposals was conducted, and the final selection was approved by the Supervisory Board.

2.3 ORGANIZATIONAL SET-UP

The competent authorities of the two governments for LACC Project are the Ministry of Finance, Nepal and the Ministry for Foreign Affairs of Finland, represented in Nepal by the Embassy of Finland. The executing agency is the Ministry of Federal Affairs and General Administration (MoFAGA) together with participating local governments and province governments. The Supervisory Board is the highest decision-making body for the project. At the local level, the Project Management Committee (PMC) is responsible for planning, administration, and management of all project activities within local governments. The rural/municipality executive office oversees technical monitoring of all project schemes and provides technical and other necessary support to communities for quality construction and Operations and Maintenance (O&M). The final Project Document provides further details with regards to the roles, responsibilities and membership of the Supervisory Board, the Technical Coordination Committee (TCC), the Province Coordination Committee (PCC) and other structures.

MoFAGA is responsible for the provision of all necessary technical and managerial support to local governing institutions, as well as coordination of all infrastructure development activities undertaken at present within the framework of MOFAGA and gradual transfer of the co-ordination responsibility to local institutions. A part-time National Project Director (NPD) is nominated by GoN, stationed in MoFAGA, to facilitate planning, budgeting, progress review and monitoring at the central level.

The Provincial Government will assign part-time Province Project Coordinator from the Ministry of Physical Infrastructure Development in Sudurpashchim Province and from the Ministry of Water Resources and Energy Development in Karnali Province, having a Project Coordination Office (PCO) in both the provinces. The PCO, stationed at focal ministry in each province, will work as the Secretariat of the project at ministry, and as the secretariat of the PCC.

LACC Project organisation chart is presented in figure below.

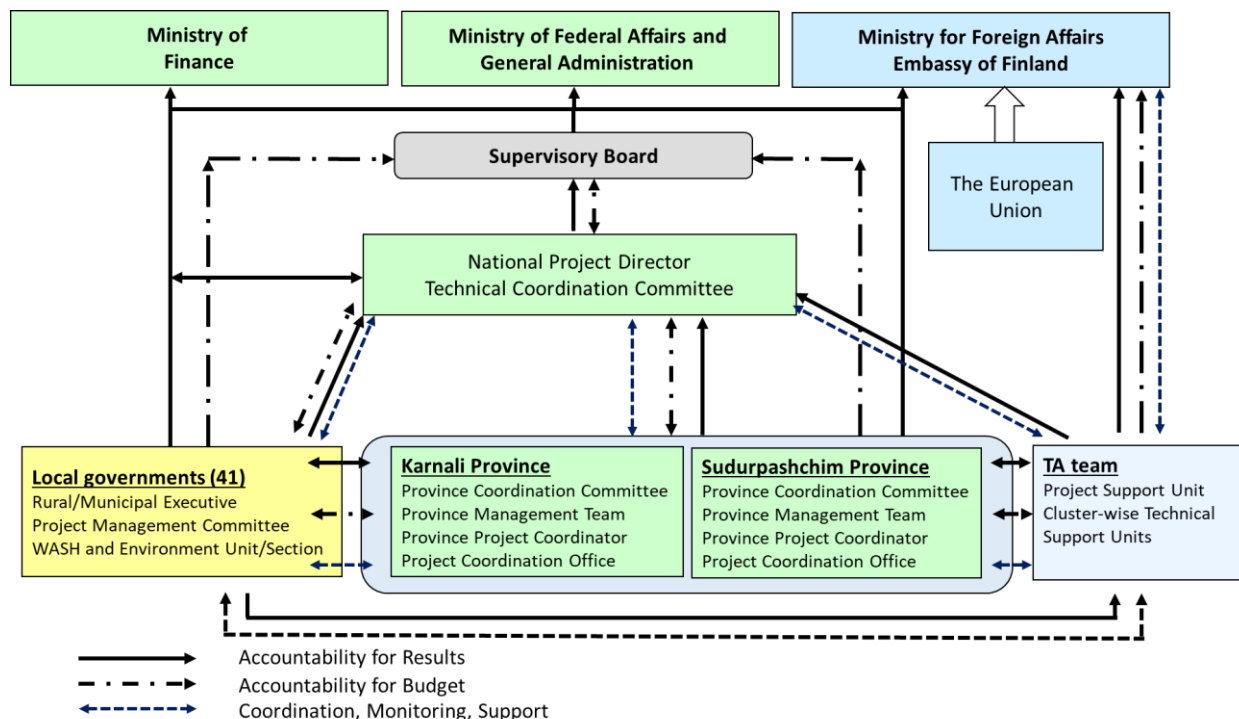


Figure 1 Organisational Chart of LACC Project

The implementation responsibility has been delegated to local governments (LGs) through a Memorandum of Understanding (MoU) between MoFAGA and the respective project LGs. Under this MoU, LGs manage and mobilize financial and human resources to achieve the project's targets. Therefore, planning and execution of LACC Project activities will be the responsibility of each LG, supported by MoFAGA, provincial ministries and the Project.

The Project Management Committees (PMCs) are responsible for planning, administration and management of all the Project activities in the local levels. The PMC will meet at least once a month to review the progress of Project activities at the local level and discuss other relevant matters. Composition of the PMCs will incorporate the key sections and committees of the local governance structure that are related to project result areas. The members of the PMC include the following:

Mayor/Chairperson	Chairperson
Deputy Mayor/Vice Chairperson	Member
Executive Member (Female) nominated by the Executive	Member
Coordinator, Infrastructure Development Committee	Member
Coordinator, Economic Development Committee	Member
Chief Administrative Officer	Member

LACC Project TA Advisor	Member
Chief, Planning and Monitoring Section	Member Secretary

The Committee may invite LACC Project Officer, relevant unit/section heads, and other stakeholders as necessary. The Committee shall meet at least once a month. Meeting operation and decision-making shall follow procedures determined by the Committee. The PMC decisions are communicated to PCO/PSU through the respective TA Advisor. Infrastructure development section of LG is in charge of the technical matters of the local government and will be responsible for the monitoring of technical matters in investment schemes and providing support to communities.

A team of experts will be stationed in appropriate cluster Technical Support Units to assist LGs to plan and to coordinate and monitor Project activities. To the extent possible, they will also support other sector partners and coordinate relevant activities. The LG is responsible to manage required social and technical human resources to carry out LACC Project activities and provide support to UCs and beneficiaries. If social and technical human resources having relevant education and experience are available within the municipality regular staff, the municipality will exclusively assign those staffs as full time staff for the project. If the LG does not have adequate human resources to assign exclusively for the project, the LG will hire individuals utilizing project's guidelines.

Registered UCs of different types have the responsibility for scheme implementation and O&M.

LACC Project will be committed to supporting young professionals evolving in their careers for the best possible performance. Therefore, the PSU will host every year a limited number of internship positions, aiming at establishing win-win situations whereby the young professionals receive practical experience on various issues related to natural resources management, climate resilience and WASH.

Registered Users Committees (UCs) are responsible for implementing schemes, including financial administration and management of infrastructure projects, natural resource management, livelihood initiatives, and other relevant activities. Given the technical capacity and dedicated human resource availability in municipal offices from their existing office structure for the Project, the Project may require additional support from individual consultants hired by the PMCs as Local Government Unit responsible for project implementation (WASH and Environment) Unit (LGU) staff. The number and type of LGU staffs depend on the municipality's available workforce and the volume of planned activities for the fiscal year. The PMC determines the required LGU staffs annually based on workload assessments, planned schemes, and the feasibility of mobilizing existing municipal personnel.

The Technical Assistance (TA) team/Project Support Unit (PSU) is headed by the Chief Technical Adviser/Team Leader who together with the Deputy Team Leader will report to the National Project Director, Project Coordination Unit and Provincial Project Coordinators in the two provinces and directly to the Embassy of Finland who is responsible for reporting to the EU through delegated cooperation agreement. The purpose of Project Support Unit is to facilitate LGs with their Project funded activities. The **Cluster Technical Support Units (TSUs)** located closer to the LGs in clusters have the TA Advisers, the Natural Resource Management (NRM) Experts and Technical Officers. Each LG will have their dedicated TA Adviser who will be the first contact point, supporting planning, fund flow, monitoring and reporting as it related to assigned LG. The NRM Experts and Technical Officers have different professional profiles and will be mobilized according to the needs and Annual Work Plan (AWP) of each LG.

All project activities within any of the working LGs shall be decided and coordinated by the PMCs.

PSU has no direct activities in any of the LGs. All TA funded activities need to be fully agreed and coordinated together with the respective LGs, including works proposed by any of TA partners, mobilization of students or interns, or activities with those with whom LACC Project has signed MoUs for cooperation in specific thematic areas.

LACC Project Local Level Organogram

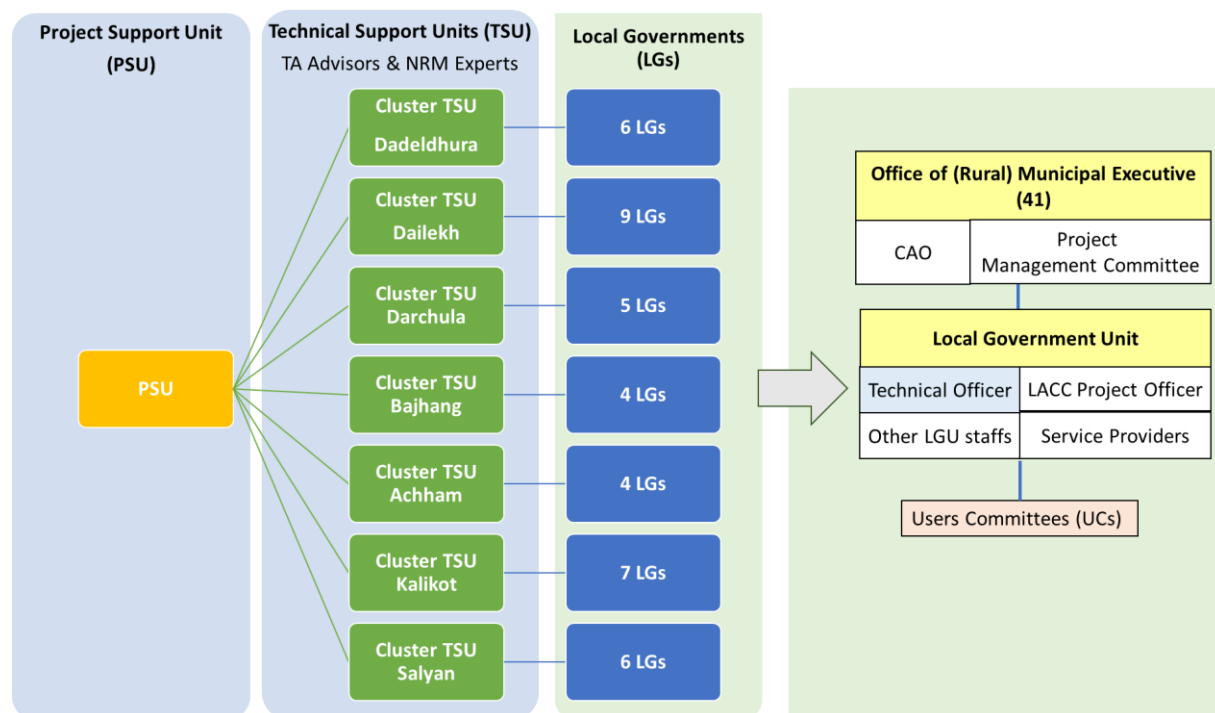


Figure 2 LACC Project Local level organogram

2.4 FUND FLOW

Project has three types of fund flow channels:

1. **Natural Resources Development Fund (NRDF)** established in the local accounts receives investment and programme (recurrent) funds from the two governments, LG and also from the province as per the annual workplan and budget. It is administrated by office of Rural Municipal/Municipal Executive as any account under LG Fund. Programme (recurrent) budget includes cost for all type of capacity building events and governance at the local and scheme levels.
2. **Office & Administration Account** receives funding only from the GoN, including the province governments. It will be administrated by the Project Coordination Unit and the Project Coordination Offices (PCO) under province focal ministry, one in Surkhet and one in Dhangadhi. The GoN budget also covers project related administrative cost of National Project Director's office or Project Coordination Unit in MoFAGA.
3. **TA Account** receives the funding from the Home Office, reimbursed and invoiced from the Ministry for Foreign Affairs (MFA), Finland. This is directly administrated by the TA team and presented and reported in the AWP together with NRDF. In addition, the TA team prepares

detailed financial progress reports for the Home Office and the MFA/Embassy of Finland (which further communicates it to the EU).

This chapter focuses on the local level Natural Resources Development Fund (NRDF). Funds under the NRDF are for financing in all types of public construction related activities, service fee and related cost of LGU staff, Administrative Cost and all type of capacity development activities in the Local Government (except central and provincial level capacity development and intra-district, province or cluster or local government capacity development activities).

NRDF is administrated and audited as per Local Government's Rules and Regulations. While GoN/Province and GoF contributions are released to the same account, the funds from the EU are transferred to NRDF by GoF as delegated funding.

The fund from GoN and Province is released to NRDF through the regular processes of Government of Nepal, whereas the GoF/EU contribution is released directly from Ministry for Foreign Affairs of Finland to NRDF through a transit account managed by the PSU. Therefore, at the end of the fiscal year, leftover GoF/EU fund (if any) has to be returned to the same transit account from where it was transferred.

In the case of GoN and Province leftover fund, it is frozen as per the GoN financial rules. LGs will make all of their contribution at the start, mid and end of fiscal year as per requirement based on the project activity implementation cycle. If the LG contribution amount is left over, it will be carried over to next fiscal year as a committed liability of approved annual plan and budget.

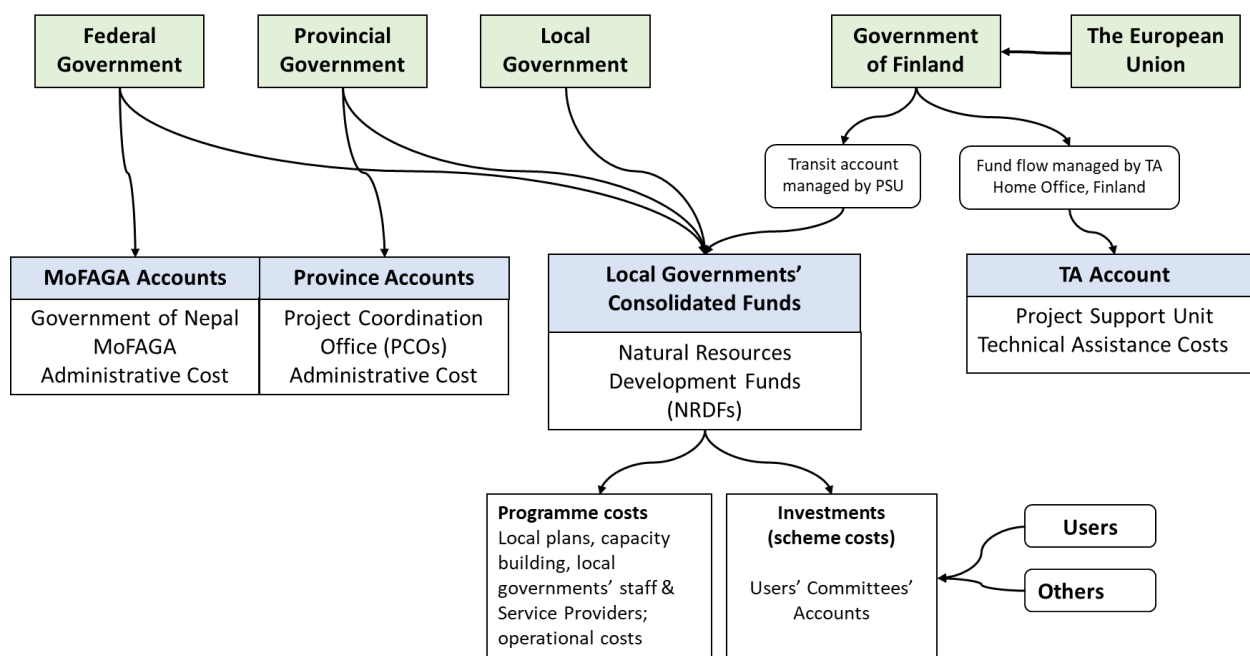


Figure 3 LACC Project Fund flows

2.5 CONTRIBUTION FROM DIFFERENT STAKEHOLDERS

The cash contribution from the LG, and both cash and kind from the users for a scheme, are required to demonstrate commitment and ownership that is mandatory for scheme implementation. The contribution from LG and users will be ensured during feasibility study. To optimize mobilization of local resources subsidy from the project will be kept as minimum as possible.

Minimum cash and kind contributions from the local government and users, and maximum level of subsidy from the Project for different types of technologies are given in Annex 1 *LACC Project Contribution Pattern for NRDF-Supported Activities at Local Level (2025)*. The cash and kind contribution from the users will be calculated during preparation of cost estimates and evaluation. The contribution % mentioned below is indicative only. Users and LG contribution is minimum and subsidy from the Project (GoN/Province + GoF/EU) is maximum. The contribution pattern has been set considering total required amount of 5 million Euro each from the LG and beneficiaries. Contribution from GoN, GoF/EU, LG and beneficiaries has been divided based on the following principles. Local Government shall ensure their minimum contribution as per the commitment made during the proposal of local government selection.

1. LG shall contribute 10% for all capacity building activities funded from NRDF.
2. In general, Local Government Unit staff, local resource person and short-term service provider's cost shall be covered by GoN/Province and GoF/EU, but local government shall also contribute as needed.
3. LGs contribution for construction of the schemes ranges from 10-20% based on the technology (details provided in **Annex 1**).
4. Community contribution for construction of schemes ranges from 12-50 % (details provided in **Annex 1**).

For example, the total community contribution in scheme construction (gravity drinking water supply, MUS, irrigation, both new and rehabilitation) shall be 2%, consisting of 2% in cash and 20% in kind.

- a. Of the 2% cash contribution, 1% will be allocated for scheme construction and 1% for the O&M fund.
 - b. The community will provide in-kind contributions for unskilled labour and local materials.
 - c. If the calculated value of unskilled labour and local materials falls short of the required 20%, the remaining percentage will be covered by other headings and if the in-kind contribution from the items as mentioned above exceeds 20%, it shall be paid from NRDF, and it will be encouraged that the surplus amount shall be deposited into the O&M fund. All these contributions shall be publicly audited and minutes.
5. Contribution form GoN/Province and GoF/EU shall be determined based on the approved budget and actual contribution shall be determined based on the fund released from each source for particular fiscal year.

In LACC Project, to ensure kind and cash contribution from the users, the contribution part of the scheme will be provisioned in the agreement document with the local government.

2.6 FUND FLOW AND RELEASE TO LOCAL GOVERNMENTS

The GoN and Province contribution will be channelled to NRDF as per the budget allocated in the Red Book (budget) annually. The funds come from the Federal Ministry of Finance and Provincial Ministry of Financial Affairs and Planning to the Federal and Provincial District Treasury and further to LG's consolidated Fund and to NRDF. The flow of the fund will follow the regular GoN process to reach the NRDFs.

PMC should forward the Annual Work Plan (AWP) for the activities endorsed by LG Council to the PSU. The PSU will compile, check and recommend them to MoFAGA. MoFAGA will ensure the annual budget for each LG with the approval of project Supervisory Board.

The contribution of Finland/EU to the NRDF will also be reflected in the Red Book. It will be deposited to NRDF by the Ministry for Foreign Affairs of Finland through the transit account operated by PSU, upon the written request sent by the rural municipalities/municipalities to PSU. PSU facilitates the fund flow through a separate account as a bank draft/direct deposition to LG account for NRDF based on the request as soon as the funds have arrived from Finland to Nepal.

The funds from GoN and Province are usually deposited to Local Governments Fund/NRDF on trimester basis. The Finnish funds will be deposited on trimester basis or on actual need basis; these requests can be done at any time of the year. Thus, the funds from the two governments do not necessarily reach NRDF at the same time or not even during the same trimester. MoFAGA, Province Ministries and PSU are responsible to monitor that the share of GoN/Province and GoF/EU contributions, as well as the LG contribution, are as stipulated in the Project Document. MoFAGA, Province Ministries and PSU are also responsible to monitor that there is not too much money in the NRDF in relation to the annual/ trimester plans and in relation to actual progress of work.

PMCs are encouraged to install a public notice board and their digital board/platforms in the LG to show the payments from the Project are made transparently.

2.7 CAPITAL INVESTMENT - PUBLIC CONSTRUCTION

The Capital Investment expenditure heading includes all types of construction such as water supply, irrigation, MUS, livelihood infrastructures, agroforestry related constructions, improved water mills (IWM), improved cooking stoves (ICS), recharge ponds, environmental conservation, disaster risk management (DRM), and public/institutional/school toilets. This expenditure is accrued through Users Committees (UCs), see definition on page 1.

All the expenditure made under the heading will be publicly audited. UCs are accountable for the construction of the schemes within the mentioned timeframe and as per the quality described in design and cost estimate report. Any type of misuse of funds is strictly forbidden. The expenditure and accounting procedure of the investment fund is explained in the project's thematic Step-by-Step Manuals (2025) and Community Procurement Guideline (2025). UC Account is maintained to cover the cost of construction materials, wages payments, material transportation and other expenditure. Contribution from NRDF (GoN, Province, GoF/EU and LG), contribution from users and income from other sources are deposited in this account. The following tables describe the timeline for instalments to be paid for by UC for different schemes:

Table 1 LG's instalments to UCs for water supply and MUS

Instalment	Amount	When?
First	50% of agreed amount	After Signing implementation phase agreement, quotation process completed and quotation approval by UC.
Second	30% of agreed amount	After public auditing and submission of expenditure statements and recommended by monitoring team.
Third/Final	(Max) 20%	After final completion of the scheme, final public auditing as verified and recommended by monitoring team.
Total	100%	

Table 2 LG's instalments to UCs for irrigation

Instalment	Amount	When?
First	30% of agreed amount	After Signing implementation phase agreement, quotation process completed and quotation approval by UC.
Second	30% of agreed amount	After public auditing and submission of expenditure statements and recommended by monitoring team.
Third/Final	(Max) 40 %	After final completion of the scheme, final public auditing as verified and recommended by monitoring team.
Total	100%	

Table 3 LG's instalments to UCs for other small infrastructure and investments

Instalment	Amount	When?
First	50% of agreed amount	After Signing implementation phase agreement, quotation process completed and quotation approval by UC.
Third	(Max) 50 %	After final completion of the scheme, final public auditing as verified and recommended by monitoring team.
Total	100%	

Generally, instalment payment of all schemes will be done in three instalments, however for the schemes such as, improved water mills (IWM), improved cooking stoves (ICS), livelihood infrastructure, agroforestry, conservation source improvement, and other smaller repair type of schemes, PMC may decide to pay in two instalments as presented in the tables above.

Final instalment to UC shall be released based on the final evaluation of the work this is based on the Measurement Book (MB). Therefore, final instalment may not be equal to the one mentioned in the agreement, and in any case shall not be more than the amount mentioned in the agreement.

Since the cost estimate is prepared on the basis of approved norms (guidelines), any leftover material or construction tools at the construction site, if not specifically mentioned as returnable in the design report, shall be handed over officially to the UC as property of the community for the operation and maintenance of the scheme. If the leftover construction materials are in large quantity, as per the recommendation of the monitoring team, such materials shall be handed over to LG for any maintenance and repair work or to any schemes within the LG. PMC will decide case by case. Any funds for scheme cost not spent as per the measurement book and completion report shall remain in NRDF.

The standard agreement for the implementation of the scheme will be made between LG and UC and witnessed by the Project and ward chairperson. The agreement mentions the role and responsibilities

of all the stakeholders. The agreement template has been provided in different thematic Step-by-Step Manuals of the project. The following additional cost will be provisioned for scheme implementation.

1. Store rent in road head (as per need).
2. UC management cost (max up to 2% of total cost), depending upon the size of the scheme as mentioned in scheme design report and agreement paper. It will also include the first scheme insurance cost.
3. The PMC may approve an additional estimate for scheme materials in case it can be justified, e.g. due to unexpected rise in market price, changed design due to natural conditions or a natural calamity. Such additional estimate must be adjusted in the final revised estimate.

Maximum 5% of estimated scheme cost can be allocated as contingency to support scheme in case of unexpected price escalation, damage of the structure (constructed or under construction) or damage of the materials due to natural calamities, or need of short-term local technical resource persons for day-to-day supervision to ensure the quality construction work within agreed timeline and guidance to the labour/worker/community depending upon the size and type of the scheme. The contingency amount for mobilising short-term technical resource person can be used for maximum of 3 months and can never be used for other purposes than those agreed in PMC. The monitoring and other cost are separately provisioned under Programme (Recurrent) heading under NRDF.

2.8 PROGRAMME (RECURRENT) COST – CAPACITY BUILDING

Programme (Recurrent) expenditure heading includes all type of activities related to capacity building, awareness and knowledge sharing, exposure visits, livelihood/cooperative promotion, agroforestry and conservation, human resources hired by LGUs, and monitoring,

All the expenditure made under the heading will be based on approved AWP of the LG. Programme cost also includes the mobilization cost of LGU staff hired for LACC Project or LG personnel are responsible and accountable for implementation capacity building activities as decided by PMC within the mentioned timeframe; any type of misuse of fund is strictly forbidden.

The expenditure and accounting procedure of this fund will be made as provisioned in local governance act and respective regulations. Implementation of capacity building activities shall be done as follows (chapter 6 for norms for NRDF funded training and capacity building event should be referred to for more details):

- **Scheme level capacity development** activities and awareness campaigns: Cost of all scheme level training and awareness campaigns shall be included in AWP. Respective LGU staffs will develop event proposal for each scheme or group of schemes for scheme related training and get approval from PMC before its implementation. Responsible staff will clear the advance of the training/workshop/campaigns by submitting reports, expenditure details and bills and vouchers to office of Rural Municipal/Municipal Executive. All the reports and expenditures shall be reviewed and recommended by LACC Project TA Advisor or designee before the final clearance of the payment.
- **LG level technical training and workshops**: LG level technical training and workshops shall be organized by LG Unit. LACC Project Officer will be responsible to conduct the activities. The Project Officer shall prepare proposal as decided by PMC and take advance from NRDF.

Advance will be settled together with event/training report and necessary bills and vouchers to office of the LG.

- **Administrative/Monitoring cost:** Cost of PCO staff salary, PCO office running cost, PCO staff capacity building, monitoring cost from NPD office or Project Coordination Unit (PCU), and Monitoring cost from PCO is included under this heading contributed by GoN and Province Governments side.

Monitoring and administrative cost to NPD Office/PCU and respective PCCs/PCOs is provisioned as allocated in the AWP. The cost is provisioned for the monitoring cost of the Project-related activities from PCU and PCO side together with the Project monitoring team.

2.9 FUND FLOW AND FINANCIAL MANAGEMENT AT UC LEVEL

2.9.1 Users Committee account

UC Account is maintained to cover the cost of construction materials, wages payments, material transportation and other expenditure. Contribution from NRDF, share of users and income from other sources are deposited in this account.

The LG accounts section releases the funds for the implementation phase directly to the UC's bank account. These are released on instalment basis as stipulated in the contractual agreement and as recommended by the monitoring teams as per the Step-by-Step approach. The UC will operate its bank account independently.

LG shall allocate fund from its own budget to the NRDF as provisioned in the AWP of each year. The fund shall be separately provisioned for scheme construction, livelihoods, agroforestry, environment and other LACC Project component activities. The money will be deposited to NRDF as per need and is one of the pre-requisites to implement the project in the LG.

The funds for capacity building activities shall be expended through the LG staff assigned or hired for LACC Project implementation. The responsible staff member shall prepare the activity budget proposal and get it approved beforehand from CAO of the LG. Respective TA Advisor's written consent on the proposal is mandatory. Respective field staff shall receive advance from the LG and clear the expenses after completion of the activities. Capacity building activity completion report is mandatory to clear such expenses. All the reports must be checked and recommended by TA Advisor or NRM expert of LACC Project.

2.9.2 Bookkeeping at Users Committee level

In LACC Project, the users are the owners, and their UCs are the implementer of the scheme. They are involved both physically and financially. Because the users invest their own money to the project, they are interested and entitled to know how their money is used at every step of the scheme.

UC has to keep a clear record (bills, receipts, important decision and minutes, technical evaluation and documents supporting the expenditures) of all financial transactions and make the records available to users, MoFAGA, Province Ministries, LACC Project, and auditors whenever needed.

Many stakeholders including LG, cooperatives, different community organizations, UCs, CFUGs and users are involved in the LACC Project activities. Every partner has a certain financial role, and each of

them also wants to have a clear picture of the financial situation. It is very important that the UC has a good knowledge in bookkeeping and keeps written record of all its incomes and expenses. Systematic bookkeeping is especially important in LACC Project because the implementation funds flow directly to the UC bank account based on the progress of work.

Therefore, any organization or registered committee that deals with the money has to keep a written record of all its financial transactions. Systematic bookkeeping includes exact information on various incomes and expenses. It shows to whom payments have been made, when, for what purpose and what is the financial position after each transaction. This information allows a committee to budget and make realistic plans for future activities. Both the committee itself and concerned authorities need the bookkeeping also for monitoring and auditing of the use of money. LACC Project Step-by-Step manuals provide more details.

UC should maintain their administrative and financial records, decisions, such as meeting minutes, and income and expenditure, including bank account statements.

References:

- PIM Annex 2. LACC Project Community Procurement Guideline (2025)
- PIM Ref 4. LACC Project Step-By-Step Manual – Forest Management (2025)
- PIM Ref 5. LACC Project Step-By-Step Manual – Agroforestry and Livelihood (2025)
- PIM Ref 6. LACC Project Step-By-Step Manual – Value chains and Cooperatives (2025)
- PIM Ref 7. LACC Project Step-By-Step Manual – Water Supply, Irrigation and MUS (2025)
- PIM Ref 51. Ma Le Pa Forms, Financial Comptroller General Office (2076 BS)

2.9.3 How to keep records?

Government of Nepal have two accounting systems: double entry and single-entry system. There are several formats to keep and update records of transactions. Yet, the UC does not have professional and paid staff for this purpose and dealing with many papers may be confusing also to UCs. UCs have less knowledge in double entry bookkeeping system, for which reason UC is recommended to keep and update the basic records as a single-entry system with the use of a minimum number of forms.

Clear records as regards to the persons who have worked in full wage, who have worked in low wage or who have worked without wage have to be maintained separately. Standard forms developed by GoN authorities for works to be done by UC has to be adopted to keep the records. Relevant formats have been included in scheme booklet and the Step-by-Step Manual of the LACC Project. UCs should follow the defined steps for records keeping process.

2.9.4 Who will keep records?

UC, as provisioned in their statute, will have the main responsibility of recording all transactions and keeping the financial records updated. UC has to keep safely the bills and vouchers obtained in relation to the works done. This responsibility should be taken into account when selecting a suitable person for a UC treasurer. It is also recommended that all UC members know how to keep records updated. LACC Project Field staff should assist UC frequently in bookkeeping. All the decision and procurement related quotation, comparative charts and mass meeting records should be kept safely. All the book of accounts will be checked during monitoring of the schemes.

2.9.5 Scheme related procurement

UC has the key role to play in procurement and financial matters. This is important part of capacity building: the community members as UC have to learn where and how to procure materials, what they cost, how to assess quality and organize logistics, otherwise the future sustainability of the scheme can be questionable. Therefore, it is utmost importance to take all these steps carefully: some UCs are more experienced than the others.

On-the-job learning is the way forward for UC even if it may take time and effort from all concerned. If the financial reports are not in a written form, clear and reliable, the whole project may suffer. Unclear financial reports may lead to distrust and disputes among the users as well as with concerned authorities. Further details are given in *LACC Project Community Procurement Guideline (PIM Annex 2)*. These skills will benefit UC also later on in operation and maintenance when new materials, tools and spare part will need to be procured.

2.9.6 Reporting

The scheme implementation funds will be released to the UC account for the investment. This includes money that users invest in the scheme and the contributions from NRDF. Part of the funds will be an advance from NRDF according to the scheme progress. UC assisted by LGU staffs will submit monthly expenditure statement of funds to the PMC in prescribed format. PMC has also right to ask for financial and progress report as and when needed. In addition, UC is required to provide progress reports on project construction to the concerned local government on monthly basis. UC shall keep the original bills and receipts along with financial statement. To clear the respective advance and get new instalment/final payment from NRDF only technical evaluation of work will be required for payment to UC. Information about the expenses made by UC will be shared and endorsed in public audit.

Each LG submits monthly financial reports (Kharchako Phantwari) to PCO/PSU/MoFAGA within first week of next month.

2.9.7 Public Audits and financial clearance

Public audit is integral part of scheme implementation for any kind of schemes funded by LACC Project. None of the payments to UCs are made from NRDF without public auditing. UC is responsible to arrange the public audit in consultation with LGU staff and PMC. In any kind of public auditing, representation from three fourth of the households and having minimum 50% of female participants among attended is mandatory. Similarly, proportional representation from all sectors/clusters/wards and ethnic/caste groups is pre-requisite. If the intended participants are not attending the audit, it will be invalid. Timing of the public audit in any of the LACC Project supported schemes will be as follows:

1. **At the end of preparatory phase:** The audit will focus on designs and cost estimates of the schemes, layout of the schemes, verification of rates of materials and labours, early planning for O&M fund and Village Maintenance Worker (VMW) selection, formation of procurement committee etc. The audit approves the design and cost estimate report and all the preparatory phase activities. Only after the audit, the scheme can continue to the implementation phase. Detailed process of conducting the audit is presented in the LACC Project Step-by-Step manual.

2. **During implementation phase:** When UC procures, transports and stores the external materials and starts the construction of the schemes, second public audit is organized to discuss on the progress of the scheme, approve the procurement process and income and expenditure made by UC for the period. If the audit approves the expenditures, UCs can request for second instalment to the PMC. Scheme information board is installed in a visible place in prescribed format that clearly shows the layout of the scheme and the cost of the scheme in cash and kind and their different contribution sources. At the beginning of implementation phase, estimated cost of the scheme is indicated. The board should be kept in public place so that all the visitors to scheme area can easily observe the board. An additional public audit in between second and final public audit may also be needed for the larger-sized schemes and if some kind of transparency related issues are raised by the communities. The LACC Project Officer, in consultation with LGU staff, can suggest UC for the organization of such audits.
3. **Final Public Audit:** The final public audit will be done when the scheme is completed. When final monitoring team will agree on completion of the scheme, technical personnel of the LG and LGU staff will measure the quantity of works and verify the UC's bookkeeping and prepare the final measurement book (MB). The scheme expenditure shall be approved from the public audits. The final payment will be made as per the final measurement book conceded by the public auditing.

After the completion of the scheme and financial clearance, actual expenditure by component and by contributors is updated in the scheme board which was installed during construction phase.

The public audits mentioned above are minimum. UCs can organize additional public audits as per need and as demanded by community, the Project or other stakeholders.

2.9.8 Financial clearance of schemes

After completing all the construction works and financial transactions, that are publicly audited and monitored by a joint team of LG and the Project, financial clearance of the schemes will be made. Following documents will be needed for the financial clearance of the scheme.

- Request letter from UC
- Measurement book (MB)
- Work completion report
- Minutes of public auditing
- Recommendation of the ward chairperson
- Final field monitoring report
- Recommendation from TA Advisor of the LACC Project

2.10 MONITORING AND AUDITING OF NRDF

2.10.1 Overview to NRDF Account

Natural Resources Development Fund (NRDF) is established under LG fund to invest for LACC Project schemes and activities at local level. Generally, the following activities are funded by NRDF:

Investment to schemes: The amount released to UC account in instalment basis for investment as per Step-by-Step manual and the implementation phase agreement of LG and UC.

Salary, logistics and other cost of LGU staff including dedicated LG staff for LACC Project.

Salary and other agreed cost to Service Providers as per performance-based contract signed between LG and LGU staff (if any)

Capacity building activities: Including the UC level capacity building activities, as per Step-by-Step procedure, technical trainings like VMW, rainwater harvesting mason, celebration of special events, home garden management training, leader farmers training, training for community-based organizations, cooperatives related training, LG/UC level exposure visits etc.

All the payments from NRDF are made in written recommendation of TA Advisor or assigned project representatives. The progress of activities is endorsed by PMC meetings. Status of income and expenditure of NRDF is regularly monitored by PMC. TA Advisor in close coordination with account section of LG verifies the payment made in respective month and sends the monthly financial report to PSU/PCOs.

A team represented by PSU including the Account Monitoring Officer and PCO staff monitor the NRDF visiting to each LGs minimum twice a year. First monitoring will be carried out during January-February and second monitoring during May-June of each year. The team will randomly verify the payments and its procedure. The team, especially the Account Monitoring Officer will prepare on site report and submit to Chief Administrative Officer (CAO) of respective LG, Province Project Coordinator and Team Leader of the project.

References:

- PIM Ref 2. LACC Project Document (2024)
- PIM Ref 4. LACC Project Step-By-Step Manual – Forest Management (2025)
- PIM Ref 5. LACC Project Step-By-Step Manual – Agroforestry and Livelihood (2025)
- PIM Ref 6. LACC Project Step-By-Step Manual – Value chains and Cooperatives (2025)
- PIM Ref 7. LACC Project Step-By-Step Manual – Water Supply, Irrigation and MUS (2025)
- PIM Ref 8. LACC Project Scheme Monitoring Book – Forest Management (2025)
- PIM Ref 9. LACC Project Scheme Monitoring Book – Agroforestry and Livelihood (2025)
- PIM Ref 10. LACC Project Scheme Monitoring Book – Value chains and Cooperatives (2025)
- PIM Ref 11. LACC Project Scheme Monitoring Book – Water Supply, Irrigation and MUS (2025)
- PIM Ref 12. LACC Project Scheme Monitoring Book – Toilet and Sanitation Infrastructure (2025)
- PIM Ref 13. LACC Project Scheme Monitoring Book – IWM, ICS, Source Protection, Conservation Activities and DRM (2025)

Only activities identified in the Annual Work Plans (AWPs) can be funded from the Natural Resources Development Fund (NRDF).

2.10.2 Auditing NRDF Account

NRDF is a part of the local fund and all type of auditing of NRDF will be done as per prevailing GoN/local government rules and regulations.

Auditing of the accounts will be done as per the prevailing financial rules and regulations of GoN. Therefore, the records, bookkeeping and accounting of these accounts should strictly adhere to the principles of financial rules and regulations of GoN, as applicable to the local governments and the Users Committees. Internal audit of these accounts will be done by (Rural) Municipality Executive Office or as provisioned by GoN and final audit by the Office of the Auditor General.

CAO on behalf of LG will be responsible for timely auditing of the fund. The clearance of audit objection and recommendations of the account will not be carried out to the next fiscal year. It should be cleared as soon as possible.

2.10.3 Auditing Users Committee account

Since LGs have to get their NRDF audited by the Office of the Auditor General separate audit at UC level is not required. However, LGs should ensure that the UCs are following the suggested bookkeeping and accounting system and also see that the funds are used as intended. All the scheme expenditures are audited through public audit minimum 3 times in a scheme cycle as mentioned in Step-by-Step manual.

In case the PMC feels it necessary to get UC account audited, UC account can be audited as decided by PMC. In case of external audit, the fund required for such audit should be covered from the management cost of UCs, which is a part of the cost estimate. Public audit of the funds released to the UC is mandatory before getting second and/or final instalment from NRDF.

3 APPROACH AND STRATEGY

3.1 THEMATIC SCOPE

The LACC Project is supporting natural resource management and livelihood activities together with water resources and WASH activities within the mandated domain of local government. The overall approach of the project is to support the planning and implementation cycle of the local government at different levels, by providing technical assistance, capacity building and investment funds to the result areas described in the Project's result framework.

The main legislative basis for the LACC Project is the Constitution of Nepal (2072 BS, Second Revision 2077 BS), and consequent changes in the local government structures and mandates. The Local Government Operation Act (2074 BS) is the important legislation for the reform of local governance. This is supported by the policies and guideline relevant for the different sectors.

The financial support provided by this project must be utilized by local governments for planning and implementing activities in the following areas under LACC Project thematic scope:

References:

- PIM Ref 31. Constitution of Nepal (2072 BS, Second Revision 2077 BS)
- PIM Ref 50. Local Government Operation Act, Nepal (2074 BS)

- Water, Sanitation, and Hygiene (WASH), including total sanitation and dignified menstrual hygiene management
- Land use planning
- Climate-smart agriculture and home gardening
- Farmer-managed irrigation systems
- Livelihoods, value chains, cooperatives, and Small- and Medium-Sized Enterprises (SMEs)
- Biodiversity, environmental conservation, and water resource management
- School WASH
- Renewable energy, including Improved Water Mills (IWM) and Improved Cooking Stoves (ICS)
- Agroforestry (covering activities on public and private land), and forestry (covering community forests and leasehold forests)
- Disaster Risk Management (DRM) and nature-based solutions
- Technical assistance and staffing support for local governments

While implementing physical infrastructure projects, special attention must be given to ensuring climate resilience, gender equality, disability inclusion, social inclusion, sustainability, accountability, and environmentally friendly local governance.

3.2 CROSS CUTTING OBJECTIVES

3.2.1 Gender equality, disability inclusion and non-discrimination

The Constitution of Nepal (2015) guarantees all citizens the rights to inclusion, participation, and freedom from discrimination, irrespective of gender, caste, age, religion, or ethnicity, and Nepal has ratified numerous international human rights conventions relevant to the LACC Project, including rights to water and sanitation, disability rights, gender equality, a clean and sustainable environment, and the right to food. The inclusion of human rights in the Constitution requires the government to progressively realize these rights, and the LACC Project will support this by building the capacities of local governments to respect, protect, and fulfil them through awareness-raising, guidance on relevant directives, and targeted capacity and financial support, while also educating citizens about their rights and responsibilities.

The LACC Project promotes gender equality and non-discrimination by applying Gender Equality, Disability, and Social Inclusion (GEDSI) and a Human Rights-Based Approach (HRBA) across all sectors – drinking water supply and sanitation (DWS), multiple use systems (MUS), irrigation, small-scale renewable energy, climate-smart agriculture (CSA), home gardens, forestry, agroforestry, value chain development and natural resources management (NRM) governance. The aim is to include all socially excluded groups in each step of project planning and implementation and ensure no one is left behind. The disaggregated data management system is maintained through web-based MIS system.

Marginalized groups – including women, Dalits, Janajatis, and persons with disabilities - face deep-rooted social, physical, and institutional barriers to equal participation and progressive representation in all key positions of local institutions. These include discriminatory practices, limited access to resources and services, and underrepresentation in decision-making. Addressing these barriers and mainstreaming them are core priorities throughout the project cycle.

The project uses a twin-track GEDSI strategy:

- (1) mainstreaming inclusion in all policies, processes, and infrastructure, and
- (2) targeted empowerment of marginalized groups through capacity building, livelihood support, and leadership development. This ensures both systemic reform and direct benefits to those most excluded.

During planning, local level GEDSI assessments guide the selection of sites and participants. All steps of the local planning processes, including the watershed/catchment area development approach, are strengthened through the promotion of inclusive planning, ensuring the participation of women, Dalits, Janajati, persons with disabilities, and other vulnerable groups, particularly in Steps 3 and 4 of the local planning process. Preparatory confidence-building trainings and active facilitation may be required to ensure their meaningful participation. LGU staff teams and local governments are expected to incorporate GEDSI considerations into work plans, budgets, and reporting, and to support the localization of the Model Guideline of Gender Responsive Budget (GRB) for Province and Local Level - 2077. The LACC Project also reinforces institutional processes by assisting Ward Committees to prioritize sector-wise plans, apply the Tole Development Proposal, and integrate gender-responsive budgeting from planning through to the final approval of annual programs and budgets. Relevant plans should also be reflected in catchment-level plans.

During implementation, all UCs must be established or restructured to ensure proportional and progressive representation of marginalized members, including persons with disabilities, as well as encouraging them to hold major positions. As relevant, targeted training for women in leadership positions of UCs may be supported to build their confidence and knowledge. Public infrastructure must follow universal design standards to be accessible to all types of users. In water supply schemes, the household taps built inside premises will reduce the burden and time of women, as well as help to reduce the caste-based restrictions.

The project will ensure equal wage to men and women for same work and promote social safeguarding including menstrual hygiene management (sanitary pads) in scheme construction sites and UCs training events. Training, campaigns, and demonstrations will prioritize inclusive participation and address harmful norms. Forestry, agroforestry and off and on farm livelihood support activities respects and integrates the indigenous knowledge and traditional practices of local ethnic groups.

References:

- PIM Ref 1. Agreement between GoF and GoN on the Co-operation in LACC Project (2024)
- PIM Ref 2. LACC Project Document (2024)
- PIM Ref 3. LACC Project Operational Guideline (Karyabidhi) (2025) (including MoUs between MoFAGA & LGs)
- PIM Ref 4.-13. LACC Project Step-By-Step Manuals and related Scheme Monitoring Books (2025)
- PIM Ref 17. LACC Project GEDSI and HRBA Strategy and Action Plan (2025)
- PIM Ref 29. Convention on the Rights of Persons with Disabilities, United Nations Convention on the Rights of Persons with Disabilities (2006)
- PIM Ref 41. Gender Responsive Budget Localization Strategy, MoFAGA (2072 BS)
- PIM Ref 43. Guidance Note on Applying Leave No One Behind Principle, UN Women (2020)
- PIM Ref 44. HRBA and GESI Strategy and Action Plan, RVWRMP and RWSSP-WN (2015)
- PIM Ref 45. Human Rights and Gender Equality, Disability and Social Inclusion Strategy and Action Plan, SUSWA (2023)
- PIM Ref 64. Rights of Persons with Disability Act, Nepal (2074 BS)
- PIM Ref 73. The Agenda for Sustainable Development, Sustainable Development Goals (SDGs), the United Nations (2015)

At the post-implementation stage, inclusive governance and sustainability are strengthened through continued capacity support to UCs and local governments. Local governments will be supported with capacity building to allow them to exercise their role as duty bearer. Benefit-sharing will favour the most excluded, with disaggregated monitoring of who receives grants, technologies, or services. Social accountability tools such as public audits and community scorecards will be applied. Operation and management and Water Safety Plans of schemes must encourage responsibility among community members for sustainable operation of their schemes.

Across all project phases, collaboration with women's groups, Dalit and Janajati organizations, and Organizations of Persons with Disabilities (OPDs) enhances outreach, service delivery, and policy advocacy. The project will support local champions from marginalized groups, community leaders and faith leaders to lead on inclusion and amplify community voices. LACC will continue to work with women and girls to improve their confidence and voice, develop practical skills and expand their agency and possible choices (for instance, via training of women in UC leadership positions). At the same time, LACC will also work with male champions (men and boys) in an effort to change harmful or repressive gender norms that constrain equal opportunities in society (recognising that it may be more effective for men to challenge other men).

LACC will build partnerships with existing national, regional and local level alliances and networks to facilitate menstruation hygiene management (MHM) and advocacy against the existing *Chhaupadi* (cultural taboo) still practiced in some districts of Karnali and Sudurpashchim (the practice of forcing anyone to stay in a *Chhaupadi goth* is already defined as punishable act as per the 'civil code of Nepal 2017'). Provincial and national level event/workshop venues will be accessible where possible, with assistive devices and technologies (e.g. ramp, wheelchair, sign language interpreter etc) to facilitate access by persons with disabilities (recognising that at local level this is still very difficult).

GEDSI-sensitive monitoring will be mandatory in all events of SBS, with disaggregated data collection (by sex, caste, ethnicity, and persons with disabilities) and reporting on inclusion outcomes. All infrastructure and services will undergo GEDSI audits to identify gaps and guide corrective actions. LACC will utilise the HRBA & GESI Strategy and Action Plan by RVWRMP and RWSSP-WN II (2015) until the LACC Project HRBA & GEDSI Strategy and Action Plan has been finalized. In addition, GoN's GEDSI related strategies and action plans will be taken into account. Further details are provided in the LACC Project's 'HRBA and GEDSI Strategy and Action Plan 2025'.

3.2.2 Mainstreaming climate resilience

The LACC Project strengthens climate resilience by weaving climate risk awareness into every stage of local government planning and action. During the planning phase, communities come together using interactive tools like risk maps, seasonal calendars, and open consultations. These methods bring out the unique knowledge and lived experiences of

References:

- PIM Ref 1. Agreement between GoF and GoN on the Co-operation in LACC Project (2024)
- PIM Ref 2. LACC Project Document (2024)
- PIM Ref 4.-7. LACC Project Step-By-Step Manuals (2025)
- PIM Ref 8.-13. LACC Project Scheme Monitoring Books (2025)
- PIM Ref 15. LACC Project Climate Smart Agriculture Training Manual (2025)
- PIM Ref 28. Climate-Smart Agriculture Technologies and Practices in Nepal, South Asian Association for Regional Cooperation (SAARC) Agriculture Centre (2022)
- PIM Ref 77. Towards Climate Resilient Agriculture in Nepal for small holder farmers, ICIMOD, GRID-Arendal (2024)

Indigenous Peoples, women, and marginalized groups, ensuring that the project addresses the real challenges faced by those most vulnerable to climate change.

Local governments are then guided to view their annual and long-term plans through a climate lens, embedding nature-based solutions like protecting water sources, promoting climate resilient farming, and sustainable land use. This approach helps safeguard ecosystems while supporting community livelihoods.

When it's time to implement, expert support ensures infrastructure and livelihood activities are designed to withstand climate shocks. Water systems are tailored to their environments to resist damage from floods or droughts. Farmers learn climate-smart techniques such as using drought-tolerant seeds, mulching to retain soil moisture, and composting to enrich the land naturally. Meanwhile, damaged slopes, watersheds, and forests are restored, reducing the risk of disasters like landslides and floods.

The project places special emphasis on inclusivity, prioritizing assistance for those most at risk—including persons with disabilities, Dalits, and female-headed households—so no one is left behind. Indigenous knowledge is valued and incorporated, for example, through traditional irrigation practices and local weather forecasting, enriching the design of interventions.

Monitoring progress means tracking clear indicators that reflect improvements in adaptive capacity, the durability of infrastructure, and the health of ecosystems. Regular project reviews measure whether these efforts are truly making communities safer and more prepared for climate challenges. Success stories and lessons learned are shared widely, inspiring communities and local governments alike to build a stronger, more resilient landscape for the future.

3.2.3 Promoting low emission development

The LACC Project champions low-emission development by encouraging communities and local governments to adopt greener technologies and sustainable practices that cut down greenhouse gas emissions. During the planning phase, people gather to identify key sources of emissions, such as excessive use of chemical fertilizers and inefficient cooking methods, through participatory discussions. Together, they prioritize practical and affordable alternatives that fit the unique social and ecological fabric of each community.

During the implementation, LACC Project supports the introduction and local adaptation of improved cooking stoves and improved water mills—innovations that significantly reduce firewood use and lower indoor smoke, making homes healthier and cleaner, reducing also burden of carrying grains for milling or fire wood. Farmers receive hands-on training in climate adaptive technologies, like integrated soil fertility management, organic composting, and pest control using natural plant-based solutions. These methods replace harmful, emission-heavy chemicals, fostering healthier soils and crops.

The Project also honours and uplifts Indigenous farming wisdom, promoting age-old techniques like crop rotation, intercropping, and traditional compost pits. These practices naturally lower emissions while improving soil vitality and are documented as valuable local innovations. Meanwhile, value chains and livelihood activities are supported with a focus on using resources efficiently and minimizing environmental impact, helping communities thrive sustainably.

To ensure real progress, the project closely monitors changes in household energy use, the uptake of sustainable practices, and the decrease in dependence on polluting inputs. Data is carefully collected and analysed, with special attention to how benefits reach marginalized groups, ensuring equity in impact. Feedback from users is gathered to understand shifts in behaviour and to tackle challenges in adopting new technologies. Local governments are coached to track and report these outcomes annually, weaving low-emission targets into their overall performance plans.

3.2.4 Safeguarding biodiversity and protecting environment

The LACC Project actively safeguards biodiversity and nurtures environmental health by weaving sustainability and conservation principles into every facet of its work. Taking a holistic, landscape-level approach, the project emphasizes participation and inclusivity, ensuring that local voices guide environmental priorities. Through hands-on resource mapping, ecosystem classification, and identifying biologically rich and sensitive areas, communities come together to chart a shared vision for conservation. Indigenous and local peoples, with their traditional knowledge of sustainable harvesting and management of local plants, animals, and ecosystem rhythms, are central partners in pinpointing vital habitats and species that need protection. Every proposed LACC Project activity undergoes careful environmental screening to avoid harming sensitive ecosystems or critical wildlife habitats.

References:

- PIM Ref 1. Agreement between GoF and GoN on the Co-operation in LACC Project (2024)
- PIM Ref 2. LACC Project Document (2024)
- PIM Ref 8.-13. LACC Project Scheme Monitoring Books (2025)
- PIM Ref 30. Conservation landscapes of Nepal, Ministry of Forest and Soil Conservation, GoN (2016)

LACC Project supports a range of activities that restore and enrich biodiversity. This includes planting native tree species to revive forests, promoting agroforestry on marginal lands, and rehabilitating degraded riverbanks, catchments and watersheds to bring life back to damaged landscapes. Community-led resource management gains strength through support for community forest user groups (CFUG), leasehold forest user groups (LFUG), and integrated water resource management efforts that harmonize use and conservation. Agricultural and natural resource management practices steer clear of damaging actions like introducing invasive species, overharvesting, or draining wetlands. Instead, they encourage environmentally friendly alternatives such as botanical pesticides, organic soil enrichments, and mixed cropping systems that boost farm biodiversity. Environmental education also plays a key role, with schools and community groups actively engaged in raising awareness and fostering a sense of stewardship for the land.

The project carefully tracks environmental progress by monitoring changes in land cover, counting species diversity in planted areas, and assessing the health of restored ecosystems. Environmental safeguards remain a priority throughout implementation, with regular oversight ensuring that any unintended negative impacts are quickly addressed. Knowledge gained from protecting biodiversity and restoring ecosystems is shared widely through local learning events, inspiring communities and municipalities to replicate successful conservation models and build a greener, more resilient future together.

3.3 APPROACH FOR RESULT AREA 1: NATURAL RESOURCES & LIVELIHOODS

3.3.1 Introduction to Result Area 1 natural resources and livelihoods

LACC Project adopts a landscape-level conservation approach to safeguard biodiversity, protect ecosystems, and promote climate resilient livelihoods through inclusive natural resource management (NRM). Watershed/catchment-level planning is central to this strategy, enabling coordination among Local Governments (LGs) across political boundaries within a shared hydrological unit. Given the large scale of watersheds, LACC Project prioritizes sub-watersheds and major tributary catchments as demonstration sites. These strategic areas integrate activities across the three Result Areas (RAs). Comprehensive assessments—covering risks, vulnerabilities, hazard mapping, institutional capacity, community profiling, and integrated action planning—guide interventions. Priority is given to underserved areas identified in LG plans such as Local Adaptation Plan of Action (LAPA), Local Disaster and Climate Resilient Plan, and Water Use Master Plan (WUMP).

Implementation at the sub-watershed/catchment-level involves Community Forest User Groups (CFUGs), Leasehold Forest User Groups (LFUGs), water user groups, cooperatives, agriculture groups, SMEs, and other community-based institutions. Upstream-downstream connectivity is emphasized to ensure sustainable NRM and climate resilient livelihoods.

For LACC Project, nature-based solutions form a core approach to disaster risk management (DRM), while addressing climate change adaptation and biodiversity conservation. The International Union for Conservation of Nature (IUCN, 2020) defines nature-based solutions as “*actions to address societal challenges through the protection, sustainable management and restoration of ecosystems, benefiting both biodiversity and human well-being.*” Within LACC Project, nature-based solutions are applied through a range of practices, including, but not limited to, crop rotation, wetland restoration, riverbank stabilization, forest conservation and afforestation, community-based forest management, as well as bioengineering measures to prevent landslides and control erosion.

3.3.2 Forest management

Forest management interventions are implemented on catchment areas through CFUGs, LFUGs, and Religious Forest User Groups. These groups lead conservation and restoration efforts critical to springshed protection and environmental resilience.

Key activities include updating Community and Leasehold Forest Operational Plans, supported by capacity building, good forest governance, and institutional strengthening. These plans guide sustainable forest use, regulate resource extraction, and enable effective monitoring, reducing deforestation and forest degradation.

Plantation of timber, non-timber forest products, medicinal and aromatic plants, fodder, grasses, shrubs, and fruit trees helps restore degraded land and enhance carbon sequestration. Additional climate-smart practices—such as installation of improved cooking stoves and water mills—reduce carbon emissions by lowering firewood and fuel use. Forest tending, pastureland management, forest fire management, and controlled grazing further support ecosystem integrity and long-term carbon storage.

Upstream forest management plays a critical role in disaster risk reduction. Interventions such as forest fire management and the construction of recharge ponds, pits, and trenches help mitigate the

risk of forest fires and soil erosion. These measures also enhance rainwater retention, promote groundwater recharge, and reduce surface runoff—ultimately lowering the risk of downstream flash floods and landslides. In parallel, water source protection and treatment ensure the continued availability of clean and reliable water, especially vital during droughts and periods of climate stress.

From a socio-economic standpoint, these practices support the conversion of degraded and underutilized lands into productive forests, pastures, and agro forestry systems. Climate-smart forest-based livelihood initiatives—such as sustainable harvesting of non-timber forest products and value chain development—create income-generating opportunities for local communities, particularly for marginalized and vulnerable groups.

The mobilization of Ban Heralu (forest caretakers), Citizen Science volunteers, and local conservation groups, along with school-based education and awareness activities, fosters community ownership, intergenerational learning, and long-term stewardship of natural resources.

References:

- PIM Ref 19. Agri-Business Support Guideline, RVWRMP (2019)
- PIM Ref 20. Agroforestry System and Practices in Nepal, Faculty of Forestry, Agriculture and Forestry University (2018)
- PIM Ref 21. Approaches to Sustainable Agriculture, IUCN (2020)
- PIM Ref 22. Appropriate Design of Small-Scale Hill Irrigation Structure, Irrigation Feasibility Study and Construction Quality Program, Department of Water Resources and Irrigation, GoN (2020)
- PIM Ref 23. Bioengineering Techniques Handbook, USAID BHAKARI (2022)
- PIM Ref 24. Bioengineering Manual, SUSWA (2025)
- PIM Ref 25. Booklet, Plantation toolkit, Department of Forests and Soil Conservation, GoN (2022)
- PIM Ref 26. Climate Change Adaptation and Disaster Risk Reduction' Component Concept Paper, RVWRMP (2019)
- PIM Ref 28. Climate-Smart Agriculture Technologies and Practices in Nepal, South Asian Association for Regional Cooperation (SAARC) Agriculture Centre (2022)
- PIM Ref 35. Community Forest Development Guideline, Ministry of Forest and Soil Conservation, GoN (2065 BS)
- PIM Ref 37. Dhara Vikas Handbook-A User Manual for Springshed Development to Revive Himalayan Springs, UNDP (2017)
- PIM Ref 38. Forest fire management strategy, Ministry of Forest and Soil Conservation, GoN (2010)
- PIM Ref 39. Forest development guideline, Ministry of Forest and Environment (2082 BS)
- PIM Ref 46. Interim Benchmark for Solid Biomass Cookstoves (NIBC), AEPC/GoN (2016)
- PIM Ref 48. Leasehold Forest Policy, Ministry of Forest and Soil Conservation, GoN (2002)
- PIM Ref 56. Nepal Photovoltaic Quality Assurance, AEPC/GoN (2015)
- PIM Ref 60. Project Implementation Manual, Department of Irrigation, GoN (2008)
- PIM Ref 61. Rapid Assessment of Agriculture Value Chains, GRAPE (2022)
- PIM Ref 62. Recharge Ponds Handbook, Department of Local Infrastructure Development and Agricultural Roads, Ministry of Federal Affairs and Local Development, GoN (2013)
- PIM Ref 65. Roadside Bio-engineering Book, GoN/DoR (1999)
- PIM Ref 68. Spring Shed Management Manual, SUSWA (2023)
- PIM Ref 69. States of Nepal's Forest, Department of Forest Research and Survey/GoN (2015)
- PIM Ref 72. Sustainable Forest Management Resource Book, Worldwide Fund for Nature (WWF) Nepal (2020)
- PIM Ref 77. Towards Climate Resilient Agriculture in Nepal for small holder farmers, ICIMOD, GRID-Arendal (2024)
- PIM Ref 78. Training Manual on Solar Irrigation Pumps, AEPC/GoN (2023)

Ultimately, these integrated interventions foster climate resilience by enhancing forest cover, strengthening ecosystem services, diversifying livelihoods, and empowering local institutions, communities become better equipped to withstand, adapt to, and recover from climate-related shocks and stresses.

A resilient upstream and downstream conservation ensures environmental stability and sustainability, protecting biodiversity, water resources, and human well-being for present and future generations in the face of an uncertain climate future.

3.3.3 Key approaches for forest management activity implementation

CFUG/LFUG Reformation, Institutional Development, and Capacity Building: Community Forest User Groups (CFUGs) and Leasehold Forest User Groups (LFUGs) are self-governing local institutions responsible for the sustainable management of forest resources. These groups empower rural and often marginalized communities to conserve forests while promoting equitable resource utilization. Each CFUG/LFUG operates under a legally approved constitution and work plan, endorsed by the Division Forest Office, and implements Forest Management Plans that prioritize biodiversity conservation, carbon sequestration, and equitable benefit-sharing.

Where necessary, CFUGs/LFUGs will be reformed to ensure inclusive representation and enhanced functionality based on Forest Regulations 2079 BS and the Community Forestry Guidelines 2081 BS. Orientation and capacity-building sessions will be conducted to clarify roles and responsibilities, promote good governance and transparency, define conservation objectives, and support gender, disability and socially inclusive practices. Institutional development support will be provided to strengthen organizational capacity and ensure effective implementation of forest management activities.

Leadership and Ownership: Forest management activities will be led by the Executive Committee of the CFUG/LFUG, ensuring local ownership and accountability. The committee will be responsible for day-to-day coordination, mobilization of community members for implementation, and ongoing supervision. Developing women's leadership within these committees will be a priority.

Inclusive and Participatory Approaches: All interventions will be implemented through participatory processes that promote Gender Equality, Disability, and Social Inclusion (GEDSI). Special emphasis will be placed on the meaningful engagement of women, Dalits, Janajatis, and other marginalized groups in all phases of the project cycle, including in decision-making, labour contributions, implementation, monitoring, and equitable benefit-sharing mechanisms

Technical Support and Supervision: Activities must meet technical quality standards and be supported by the project's multidisciplinary team—including forest technicians, engineers, and agriculture experts—as well as local Sub-Division or Division Forest Offices. Where available, trained local technicians mobilized through CFUGs will also provide on-site support.

Activity Execution and Best Practices: All forest management interventions will be implemented in accordance with approved designs, cost estimates, and layout plans. Activities will be tailored to local ecological conditions and community needs, ensuring environmental suitability, technical feasibility, and long-term sustainability. All forest management-related activities will be implemented according to the Community Forest Operational Plans.

3.3.4 Forest management activities

Community Forest Operation Plan Preparation/Renew

Under the LACC Project, *Community Forest Operational Plans* and leasehold forest operational plans will be prepared or updated in alignment with principles of sustainable forest management, good forest governance, biodiversity conservation, and livelihood enhancement. The project will prioritize support to Community Forest User Groups (CFUGs) located within the project's priority sub-watersheds and catchments. All preparation and revision of *Community Forest Operational Plans* will follow the provisions outlined in the *Community Forest Guideline (2081 BS)* issued by the Ministry of Forest and Environment, Government of Nepal. Operational plan activities are fully compliant with this guideline and are designed to promote inclusive, climate resilient, and sustainable forest use.

LACC seeks support from Division Forest Offices as provisioned in clause 15 of Annual Program Implementation Guideline (Karyabidhi), 2081 MoITFE, Sudurpashchim Province or prevailing guidelines for local governments of Sudurpashchim Province and annex 7 (section Ka) of Annual Program Implementation Guideline (Karyabidhi), 2082 or prevailing guidelines for CFOP preparation/renewal. This CFOP related cost will be managed by respective LG NRDF.

Plantation

The LACC Project will support afforestation and reforestation activities on degraded lands, slopes, riverbanks, spring sources, and other priority areas identified in collaboration with local governments and user communities. Species selection will be guided by local soil conditions, ecological suitability, and community needs, including timber, non-timber forest products, fodder, grass, and fruits. The project will also build the capacity of user communities and local stakeholders on effective plantation techniques, including seed sowing, irrigation, and the installation of protective measures, such as fencing, grazing management, and forest fire management, to ensure the long-term sustainability of the plantations.

Forest Fire Management

Under the LACC Project, forest fire management will be supported through a series of coordinated interventions, including awareness campaigns, distribution of Information, Education and Communication (IEC) materials, capacity-building training, providing firefighting tools, construction and maintenance of fire lines, and facilitation of multi-stakeholder coordination. These activities aim to reduce the risk of wildfires and strengthen the preparedness and response capacity of local governments and UCs.

Forest Tending Operations

As part of forest tending operations, the LACC Project supports activities such as weeding, cleaning, pruning, thinning, looping, pollarding, and sustainable harvesting to enhance forest health and productivity. The Project will also facilitate training for Forest Users Group (FUG) members and provide support for fencing of regeneration areas and establishment of demonstration plots. These interventions will be implemented in coordination with Division Forest Offices/Sub-Division Forest Offices, LGs, and UCs.

Recharge Pond/Pits/Trenches Construction

LGs, UCs and communities will be guided and supported to identify, design, and construct recharge ponds, pits, trenches, and other water recharge structures, as well as rehabilitate existing ponds. These interventions aim to contribute to the revival and recharge of water sources, improve groundwater levels, enhance soil moisture, and increase overall water availability. This is particularly critical in the context of increasing drought hazards, drying water sources, and reduced water discharge and quality. The construction and design processes will be informed by key reference materials, including the *Recharge Ponds Handbook (Department of Local Infrastructure Development and Agricultural Roads, Ministry of Federal Affairs and Local Development, GoN, 2013)*, the *SUSWA Springshed Management Field Manual (2024)*, and the *Dhara Vikas Handbook – A User Manual for Springshed Development to Revive Himalayan Springs (UNDP, 2017)*, ensuring that all structures are technically sound, climate resilient, and locally appropriate.

Forest-Based Livelihood Improvement

The LACC Project will support local governments and users committees in promoting forest-based livelihood improvement by facilitating the allocation of CFUG and LFUG land to prioritizing the poor households, with particular attention to women, persons with disabilities, and marginalized groups, for integrated use of trees, shrubs, and crops. This inclusive approach aims to enhance household livelihoods while maintaining and improving forest health. The project will provide capacity-building support tailored to the needs of diverse beneficiary groups and establish revolving funds to promote climate-smart livelihood activities for forest-dependent households, ensuring sustainability and equitable access to resources and opportunities for all community members.

Promotion of Non-Timber Forest Products and Medicinal and Aromatic Plants

The LACC Project will support the sustainable cultivation, harvesting, processing, and marketing of Non-Timber Forest Products and Medicinal and Aromatic Plants, such as Timur, Sea buckthorn, and Large Cardamom. As part of project implementation, the project will provide technical training, necessary tools, and facilitate stakeholder engagement to strengthen market linkages. Local governments, Users' Committees, and communities are expected to coordinate and collaborate with relevant stakeholders, including Division/Sub-division Forest Offices, to promote these activities and ensure long-term sustainability of livelihoods based on Non-Timber Forest Products and Medicinal and Aromatic Plants. Throughout these efforts, the project will apply a GEDSI-sensitive approach to ensure equitable participation and benefit-sharing among women, persons with disabilities, and marginalized groups as well as respect the traditional knowledge of ethnic groups for Medicinal and Aromatic Plants conservation, thereby fostering inclusive and resilient livelihood opportunities.

Fencing

LACC Project will support fencing activities to protect nursery sites, plantations, natural regeneration areas, water sources, grazing management, and community forest boundaries. Bio-fencing is effective at local level. It will emphasize inclusive participation of all stakeholders including women, marginalized groups, and vulnerable community members throughout the planning, implementation, and post-implementation phases. This approach ensures that fencing efforts are locally owned, sustainable, and responsive to the needs and priorities of the entire community with the significant contribution of the communities.

Multi-Purpose, Multi-Year Nursery Establishments

LACC Project will support the establishment of multi-purpose, multi-year nurseries that produce seedlings for timber, non-timber forest products, fodder, fruits, and agricultural crops for commercial purposes. This initiative aims to enhance local livelihoods and promote sustainable resource management. The project will provide capacity building and essential inputs such as quality seeds, tools, and nursery construction materials to local governments and Users/Users Committees. In line with the Project's commitment to GEDSI, the selection and prioritization of nursery sites and beneficiary groups will actively ensure equitable participation of women, persons with disabilities, and marginalized communities. This approach will target vulnerable and underserved populations within the local governance and user groups, enabling inclusive access to resources, knowledge, and economic opportunities. Through this inclusive strategy, the LACC Project seeks to foster resilience, social cohesion, and sustainable development at the community level.

Grazing Management

The LACC Project will support local communities in a leadership of local governments to implement effective grazing management practices to control overgrazing and promote forest and pasture regeneration. The project will encourage active community participation in planning and implementing grazing controls, including the establishment of fodder plantations to provide alternative feed resources. Protection of regeneration areas through rotational grazing practices and community-managed fencing will help for grazing management. Invasive species removal on regular basis is carried out collaboratively with local users to restore pasture quality and biodiversity. Capacity building and awareness raising among community members will strengthen understanding of sustainable grazing, pasture conservation, and conflict management related to grazing land use. Through these practical and inclusive interventions, LACC Project aims to support resilient ecosystems and sustainable livelihoods.

Forest Governance

LACC Project will support the strengthening of forest governance by building the capacity of Community Forest User Groups (CFUGs) on key aspects such as GEDSI, account management, transparency, equitable benefit-sharing, and effective implementation of operational plans. This will be achieved through participatory self-evaluation and planning workshops. Additionally, the project will provide training and mobilize forest caretakers to enhance patrolling, monitoring, reporting, and support for conservation efforts. Caretakers will also be engaged in citizen science initiatives to promote community-based forest stewardship and biodiversity conservation.

3.3.5 Agroforestry and livelihood activities

Home Gardening

The LACC Project will promote integrated home gardens that combine vegetables, spice, fodder, and fruit crops using climate-smart and organic farming practices. Farmers groups will be formed, led by trained leader farmers, with strong linkages to nutrition, hygiene, and savings activities. This approach enhances household food security and resilience while empowering women and marginalized groups through leadership roles and inclusive group formation. Further details are provided in *LACC Project Step-By-Step Manual – Agroforestry and Livelihood (2025)* and *LACC Project Climate-Smart Agriculture and Home Garden Management Handbook (2025)*.

Climate-Smart Agriculture Practices

LACC Project will provide training and support on climate resilient farming practices, including crop diversification, organic agriculture, use of wastewater, and the productive use of water and climate adaptive technologies. These practices will be integrated with value chain activities through cooperatives and local market systems to enhance sustainability and income generation. The project will also support the use of greenhouses and the development of agro-enterprises. GEDSI will be mainstreamed by prioritizing the participation of women, persons with disabilities, and marginalized farmers in trainings and enterprise opportunities, and by providing inclusive tools and climate adaptive technologies. Further details are available in *LACC Project Agroforestry and Livelihood SBS Manual (2025)* and *LACC Project Climate-Smart Agriculture Training Manual (2025)*.

Agroforestry Systems

LACC Project will promote integrated agroforestry systems such as agri-silviculture, agri-silvopastoral, and silviopastoral systems; tailored to specific ecological zones. These systems combine trees, crops, and livestock to enhance productivity, soil health, and climate resilience. Support will include capacity building, provision of seedling plantation, fencing, and small-scale irrigation under private and public land. GEDSI principles will guide beneficiary selection and training delivery to ensure equitable access for women, persons with disabilities, and marginalized groups. Further details are available in *LACC Project Agroforestry and Livelihood SBS Manual (2025)*. Additionally, *Agroforestry Systems and Practices in Nepal (2018)* and other relevant documents indicated by LACC Project team can be referred for more detail.

3.3.6 Irrigation Schemes

LACC Project will support the development of efficient irrigation facilities, including conventional and non-conventional irrigation systems to meet irrigation water needs, increasing productivity to improve food security. These interventions will be designed to enhance year-round production, improve water-use efficiency, and strengthen climate resilience. Climate and disaster risks will be carefully considered in the design and implementation of both conventional and non-conventional irrigation schemes to ensure long-term sustainability and system functionality.

For technical design and implementation, the *Appropriate Design of Small-Scale Hill Irrigation Structures (Irrigation Feasibility Study and Construction Quality Program, Department of Water Resources and Irrigation, GoN, 2020)* provides detailed engineering guidelines, while the *LACC Project Step-by-Step Manual (2025)* outlines the planning, implementation, and post-construction activities. For solar lift systems, the *Nepal Photovoltaic Quality Assurance guidelines (GoN/AEPC, 2015)* should be referred to ensure quality standards. GEDSI considerations will be embedded by prioritizing the involvement of women, persons with disabilities, and disadvantaged groups in UCs, decision-making processes, and benefit-sharing mechanisms to ensure equitable access and justice.

3.3.7 Disaster Risk Management (DRM)

LACC Project will support the communities and local governments on Disaster Risk Management (DRM) considering the full disaster management cycle; preparedness, prevention, and mitigation, response, and recovery within key sectors of LACC Project such as water supply, irrigation, agroforestry, and livelihoods.

The project will implement stand-alone DRM activities as well as integrate risk reduction into sectoral interventions. This includes bioengineering works for landslide stabilization, slope protection, and flood control; preparedness measures such as early warning awareness and community mobilization; and recovery actions like source rehabilitation and restoration of damaged infrastructure. These efforts reduce vulnerability, enhance community resilience, and protect lives, properties, and livelihoods.

Approaches will prioritize low-cost, ecosystem- and nature-based solutions using local materials, technologies, and labor. The interventions are considering the special needs of vulnerable population. Key reference materials include the *LACC Project Bioengineering Manual* (in preparation) and *Roadside Bio-engineering Handbook (GoN/DOR, 1999)* for implementation and monitoring. GEDSI will be mainstreamed across all stages by ensuring the inclusion and leadership of women, persons with disabilities, and marginalized groups in DRM planning, training, and implementation.

The LACC Project will use the **Municipal Disaster Risk Governance Assessment Tool** (MoFAGA/IFRC/NRCS, 2025) to assess and strengthen the disaster risk governance capacity of project local governments. Through this tool, local governments will review their existing systems, identify gaps and priorities, and integrate disaster risk reduction and climate adaptation into their plans and budgets. This process will help ensure that all LACC project supported activities are risk-informed, institutionally embedded, and contribute to resilient and sustainable local development.

3.3.8 Value chains and cooperatives

The value chain approach is intrinsically linked with forest management, agroforestry, and livelihoods. The project will promote value chains for selected products derived from forest-based enterprises, agri-entreprises, Non-Timber Forest Products, agroforestry, and livelihood activities through existing Cooperatives and Micro-, Small and Medium-Sized Enterprises (MSMEs). Further details are available in *LACC Project value chain and cooperatives SBS Manual (2025)*.

Key Value Chains to be Promoted through Cooperatives and MSMEs

To enhance local livelihoods and promote sustainable economic development, a diverse range of value chains have been identified for promotion through cooperatives and MSMEs. These include high-potential forest and agricultural products such as butter tree (Chiuri), sea buckthorn, Sichuan pepper (Timur), cardamom, cinnamon, and soapnut (ritha).

Additionally, agricultural commodities like sugarcane, spices, honey, vegetables, and native crops have been prioritized for their income-generating potential and market demand. Further, value-added products including disposable plates, pickle (achar), and jam production offer opportunities for local processing and enterprise development. Promoting these value chains through cooperatives and MSMEs will strengthen rural economies, create employment, and support climate resilient livelihoods.

Selection and Strengthening of Cooperatives

Criteria will be developed to select existing cooperatives, ensuring at least one cooperative per LG unit leads value chain activities. Cooperatives play a crucial role by providing essential services to their members and shareholders, including financial services (savings and credit), extension support, input supply, and collective marketing.

The cooperative model will be reviewed, strengthened, and enhanced to better serve these functions. In the selection criteria of the cooperatives, social inclusion is considered. Linkages between cooperatives and various community groups, such as farmers groups, women's groups, CFUGs, LFUGs, water user groups, and users committees, will be actively promoted. Cooperative education will be conducted to encourage share membership, savings, and credit participation among users.

Capacity Building and Financial Sustainability

Continuous capacity building will be a key focus, targeting cooperative managers to improve their skills in financial management, business planning, and operational management. This will facilitate the development of sustainable cooperatives capable of processing loans, expanding services, and linking effectively with district and regional microfinance institutions and other value chain support mechanisms.

Implementation Strategies for Value Chain and Cooperatives

LACC Project will support the establishment of new MSMEs and strengthen existing ones. Activities along the value chain—such as raw material production, processing, and marketing—will be promoted and facilitated. After mapping of cooperatives, potential ones are identified for value chain promotion, after which the necessary interventions are defined. The interventions may include establishment of collection centers, establishment of market outlets/haat bazaars, and enterprise establishment and development support.

After this, Market Action Plan will be drafted based on which support to MSMEs will be provided for the promotion of selected value chain. The Plan will also contribute to cooperatives, capacity building, business promotion, and extending the services to farmers and MSMEs to ensure better market for value chain commodities, coordination meeting between market actors will be held under the facilitation of LACC Project.

Additionally, interventions can include conducting assessments of input suppliers (seeds, bio-fertilizers, irrigation equipment, climate-smart agricultural tools, and machinery) in targeted areas. Coordinating timely input delivery through private-sector-led extension services, local retailers, and government bodies (LGs, Agriculture Knowledge Centers, Division Forest Offices, and Nepal Agricultural Research Council (NARC) support in ensuring the availability of research-based technical inputs.

3.3.9 Improved Cooking Stoves (ICS) and Improved Water Mills (IWM)

The LACC Project will promote Improved Cooking Stoves (ICS) to reduce greenhouse gas emission by g, lowering firewood consumption and reducing the pressure on forest. Introducing ICS and IWM target to improve health outcomes, save time, and reduce workload especially for women and girls, , who are most affected by traditional cooking practices, contributing positively on livelihoods. The design and installation of ICS will follow the *Interim Benchmark for Solid Biomass Cookstoves (GoN/AEPC, NIBC, 2016)* to ensure safety and performance standards.

The project will also support Improved Water Mills (IWM) to reduce greenhouse gas emissions and increase milling efficiency, generate income, and reduce the time, burden and physical workload—especially for rural women involved in grain grinding. Both ICS and IWM initiatives will prioritize

participation of women, marginalized communities, and persons with disabilities in training, ownership, and benefit-sharing to promote inclusive and equitable energy access.

3.4 APPROACH FOR RESULT AREA 2: INCLUSIVE & SUSTAINABLE WATER MANAGEMENT

3.4.1 Overview to Result area 2

The approach to Result Area 2 Inclusive and sustainable water management practices key components considers the cross-cutting objectives throughout any investment and services:

- **Landscape Approach:** Incorporate watershed protection, catchment, and spring shed management by applying nature-based solutions, and traditional practices to ensure environmental and biodiversity conservation while contributing to water security and climate resilience.
- **Climate Resilience and Disaster Risk Management:** Design schemes to withstand natural disasters and climate change impacts, with climate resilient water safety plans for each scheme with attention to both disaster risk reduction and disaster risk response, i.e. attention to Disaster Risk Management (DRM) in terms of prevention and response.
- **GEDSI:** Ensure ethnic/caste and gender diversity and encourage participation of persons with disabilities in UCs and in training beneficiaries, and inclusive participation, representation, and decision-making in all LACC Project related activities.

LACC Project will fund the construction and rehabilitation of water supply schemes, including Multiple Use Water Systems (MUS). MUS integrates domestic and agricultural water use, enhancing sustainability and aligning with the Government of Nepal's SDG targets. In this regard, it is acknowledged that within one scheme, there will be different kind of beneficiaries, both new and those benefiting from the rehabilitation or service level improvement, with some benefiting from irrigation or other multiple uses. LACC Project pays attention to MUS within the landscape context in terms of looking at “*from multiple sources to multiple uses*” systems with attention to both water quantity and quality within the watershed and spring shed.

Design Guidelines for Community Based Gravity Flow Rural Water Supply Schemes (1-12 Volumes), (DWSSM/GoN, 2002) and *LACC Project Step-by-Step Manual (2025)* will provide details guidance of scheme survey, design and implementations. In addition to Step-by-Step Manual, *Solar PV Pumping System (AEPC, 2014)* and *Nepal Photovoltaic Quality Assurance guidelines (GoN/AEPC, 2015)* will provide the details guidance on the design, implementation, and quality assurance of the electrotechnical items for lift schemes.

Scheme level detail surveying will support to identify the existing service level of the individual schemes. Scheme detail surveying process will be upgraded to DGPS and web base designing, estimation and construction monitoring for assurance in quality and efficient utilization of resources. This will enable LACC Project to make an up-to-date analysis of the service level gaps after implementation of intervention. It is assumed that in many cases in the LACC Project working area, there is an existing pipe system, but their functionality might not have been maintained by the community.

The Project will make a detailed analysis of beneficiaries in terms of different categories of water supply coverage and service levels. Based on this, the scheme beneficiaries will be classified into those benefiting from one or more of the options below:

- service level improvement to yard connections (private taps)
- new safely managed water supply schemes, including multiple-use benefits including irrigation
- rehabilitation of water schemes, including multiple-use benefits including irrigation
- other services tailored into one scheme (ICS, IWM, livelihoods related)

Implementation principles in all schemes include:

- Local governments' (LG) role: Local governments will plan, budget, and manage water resource and WASH interventions, channelling funds to UCs
- Users Committees (UC): Supported by the LG Project Implementation Unit, users committees will handle procurement, construction supervision, and quality control
- Service levels: Define water supply service levels using *Quantity, Accessibility, Reliability, and Quality* (QARQ) criteria, supporting new schemes and rehabilitating existing ones to meet basic and safely managed standards
- Sustainable, functional, inclusive, and climate resilient water management practices

References:

- PIM Ref 1. Agreement between GoF and GoN on the Co-operation in LACC Project (2024)
- PIM Ref 2. LACC Project Document (2024)
- PIM Ref 7. LACC Project Step-By-Step Manual – Water Supply, Irrigation and MUS (2025)
- PIM Ref 8.-13. LACC Project Scheme Monitoring Books (2025)
- PIM Ref 17. LACC Project GEDSI and HRBA Strategy and Action Plan (2025)
- PIM Ref 27. Climate Resilient Water Safety Plan Guideline, DWSSM/GoN (2017)
- PIM Ref 26. Climate Change Adaptation and Disaster Risk Reduction' Component Concept Paper, RVWRMP (2019)
- PIM Ref 36. Design Guidelines for Community Based Gravity Flow Rural Water Supply Schemes: DWSSM, GoN (1-12 Volumes) (2002)
- PIM Ref 42. Grey Water Management Manual, SUSWA (2024)
- PIM Ref 52. MUS Design Guideline, SUSWA (2023)
- PIM Ref 53. National Drinking Water Supply Water Quality Standards, DWSSM, GoN (2019 Revision)
- PIM Ref 56. Nepal Photovoltaic Quality Assurance, AEPC/GoN (2015)
- PIM Ref 58. Post Construction Manual, RVWRMP (2018)
- PIM Ref 67. School WASH Procedure, Ministry of Education, Science, and Technology, GoN (2074 BS)
- PIM Ref 68. Spring Shed Management Manual, SUSWA (2023)
- PIM Ref 70. Step by Step Manual for DWS, Irrigation and MUS, RVWRMP (2019)
- PIM Ref 74. Total Sanitation Monitoring Protocol, SUSWA (2024)
- PIM Ref 75. Total Sanitation Training Manual (Nepali), SUSWA (2024)
- PIM Ref 76. Total Sanitation Guideline, National Sanitation and Hygiene Committee, Nepal (2017)
- PIM Ref 79. Training Manual, Solar PV Pumping System, AEPC/GoN (2014)

3.4.2 Implementation principles in water supply schemes

The Project will follow a decentralized, community-led approach in implementing water supply schemes, guided by the following principles:

- LGs are responsible for planning and budgeting WASH interventions annually and managing fund flows to UCs.
- UCs, supported by the LG WASH and Environment Unit or other Local Government Project Implementation Unit (LGU), will implement infrastructure works. They will manage procurement, mobilize local materials, and supervise construction.
- LGUs will provide regular technical assistance for design, supervision, and quality control.

Detailed scheme-level surveys will be conducted to assess the existing service levels and identify gaps. Many systems may exist without adequate functionality due to a lack of prior interventions. The LACC Project will analyse beneficiaries and categorize schemes based on current coverage and service levels as follows:

- New safely managed water supply scheme
- Rehabilitation of existing schemes
- Service level upgrades to yard connections (private taps)

National Definitions for Service Levels

In the drinking water sector, a water service is defined as the sustainable provision of water—of specified quality and quantity, with acceptable accessibility and reliability—for the intended use.

According to the Joint Monitoring Program, the service levels are categorized as follows:

- **Safely Managed:** Water from an improved source, located on premises, available when needed, and free from contamination.
- **Basic:** Water from an improved source, within 30 minutes round trip including queuing.
- **Limited:** Water from an improved source, over 30 minutes round trip.
- **Unimproved:** Water from an unprotected dug well or spring.
- **No Service:** Water from surface sources such as rivers, ponds, or irrigation channels.

In the LACC Project context, the focus will be on supporting safely managed water services aligned with the SDG commitments, using the QARQ criteria and yard connections where feasible.

Service Level Framework (QARQ)

Service levels will be defined based on the QARQ criteria—Quantity, Accessibility, Reliability, and Quality—aligned with the national WASH Management Information System (NWASH MIS):

- **Quantity:** Minimum 45 Liters per capita per day (lpcd)
- **Accessibility:** Within a 15-minute round trip
- **Reliability:** Year-round availability, preferably 24/7
- **Quality:** Safe for drinking and domestic use as per the National Drinking Water Quality Standard (NDWQS) of Nepal

New water supply schemes will aim to meet safely managed service levels. Rehabilitation works will improve existing schemes to at least basic or, where possible, safely managed levels. Local governments and users committees desiring higher service levels will be expected to contribute additional resources.

3.4.3 Scheme sustainability

Practices for long-term sustainability of the investments is essential and requires certain considerations in all schemes. The practices include the following:

Financial sustainability: Users committees will be supported to have mechanisms of water tariff collection for operation and maintenance costs, as well as mechanisms for ensuring re-investments in acute cases (insurance) and replacement of aged installations and structures. Affiliation with reliable local cooperatives will be assisted to help them to proliferate their capital and avoid devaluation of O&M funds.

Resilience towards disasters and climate change adaptation: Designs and technical solutions are modified to endure major natural disasters (floods and landslides) and climate change vulnerability from drought. Catchment of the sources along with spring shed is carefully assessed to enable the use of traditional local adaptation practices along with bioengineering interventions. Measures to protect watersheds of sources are incorporated in scheme sustainability plans. Climate Resilient Water Safety Plan (CR-WSP) is made for each water supply scheme. Environment and biodiversity conservation aspect will be ensured from planning to implementation.

Institutional sustainability: The LGs are providing technical support to the individual water supply schemes. Renew of the UC registration, annual general assembly and scheme insurance practice will continue after the implementation of the schemes. Overall monitoring responsibility will be with the local governments. Ethnic and gender diversity in the UCs will be enhanced and representation of persons with disabilities will be encouraged.

Enhanced water management practices: LACC Project will support in the conservation and protection of water sources, covering recharge, retention, and collection practices. This includes lake and pond conservation, water storage and recharge ponds/tanks, and rainwater harvesting.

3.4.4 Drinking water supply and multiple use water systems

The Project will support the construction and rehabilitation of water supply schemes to benefit approximately 210,000 people in targeted local governments of Sudurpashchim and Karnali Provinces. In LACC Project approach, a strong emphasis will be placed on promoting Multiple Use Systems (MUS), which integrate domestic and productive water needs, while incorporating climate resilience and disaster risk management principles.

Although MUS is the preferred approach due to its sustainability and broader benefits (including support for both household and agricultural uses), the Project will also support non-MUS water supply schemes where necessary. The Government of Nepal has set a high target—60% of all schemes—as MUS under the SDGs. The Project aims to contribute significantly to achieving this target.

LGs will be encouraged to mobilize their own resources and leverage additional funding to invest in community-based water supply and livelihoods improvement initiatives within the LG area.

3.4.5 Sanitation and hygiene promotion

LACC Project follows the Total Sanitation Guideline developed by the Government of Nepal, Ministry of Water Supply, which provides a comprehensive blueprint for achieving universal sanitation coverage in Nepal. *LACC Project approaches to sanitation* will be designed to be in line with GoN's National Sanitation and Hygiene Master Plan with particular attention to sustainability of the Open Defecation Free (ODF) status and related Total Sanitation activities. In line with national guidelines, basic sanitation is defined as: "Each household has an easily accessible, clean toilet that is used by all family members at all times." In addition, environment friendly local governance framework 2021 will be synchronised with sanitation campaign in scheme area. In this context, LACC Project main approach to sanitation and hygiene programmes in LGs are:

- LGs are responsible for sustaining the ODF and promote Total Sanitation status. LACC Project will, under the leadership of the LGs, design, implement, and monitor the sanitation interventions, engaging women, persons with disabilities, youth, and all ethnic groups in line with their proportion in the community.
- Providing infrastructure support to community and institutions for Total Sanitation campaigns.
- LACC Project will design and construct new accessible toilets, considering, child, gender and disability friendly principles in schools/institutions. The existing toilets will also be supported to upgrade in making them accessible for all, including persons with disabilities where necessary.
- Total Sanitation concept (ODF, hygienic environment, solid waste management, household water hygiene etc.) will be promoted across the working LGs, focusing on water scheme communities.
- LACC Project will contribute to better understanding of behavioural factors to ensure that the approaches and tools used in each location are responsive to the critical issues specific for particular social context. LACC Project behaviour change interventions aim to reduce discriminatory social norms, engaging communities and institutions, including social and religious leaders.

The household beneficiary targets are set in the annual planning process in the water scheme communities.

Key sanitation and hygiene challenges in the project area

Despite past progress, several sanitation and hygiene challenges persist across project communities, which LACC Project aims to address:

- Weak functionality and limited ownership of WASH facilities in both households and institutions
- Poor O&M of existing infrastructure
- Emphasis on water quantity over quality, leading to unsafe handling of drinking water
- Low adoption of key hygiene practices, particularly regular handwashing with soap
- Unsafe Menstrual Hygiene Management (MHM) and limited supportive infrastructure
- Deep-rooted cultural taboos, such as Chhaupadi, which deny menstruating women access to toilets and water points
- Improper disposal of solid and animal waste

- Weak supply chains for critical items like water testing kits, chlorination agents, and sanitation hardware.

Sanitation Strategy and Activities

LACC Project's sanitation strategy is anchored on two main priorities:

- Sustaining post-ODF (Open Defecation Free) status in communities.
- Advancing toward Total Sanitation behaviours and practices.

To ensure the right to safe sanitation for all, LACC Project focuses on:

- Building the capacity of LGs and local WASH institutions.
- Strengthening ODF monitoring and enforcement mechanisms.
- Promoting inclusive toilet access, especially for women during menstruation.
- Ensuring that public institutions are equipped with child- and gender-friendly WASH facilities.

1. Transitioning towards Total Sanitation and environment friendly local governance

Household-Level Indicators: LACC Project encourages behaviour change and infrastructure improvements that reflect Total Sanitation and environment friendly local governance standards, including:

- Consistent and inclusive use of household toilets.
- Handwashing with soap at critical times.
- Use of safe drinking water, including Point of Use (PoU) treatment.
- Safe food handling practices.
- Clean and hygienic household compounds with proper waste management.
- Adoption of Improved Cooking Stoves (ICS) to reduce indoor air pollution.

School-Level WASH Indicators: The project emphasizes WASH services in schools as a foundation for sustainability:

- Access to safe, treated drinking water.
- Functional, clean, gender-sensitive toilets.
- Dedicated handwashing stations with water and soap.
- MHM facilities, including private changing spaces and safe disposal systems.
- Sustainable O&M and waste management systems.
- Active child clubs to promote awareness and monitor WASH behaviours.

Furthermore, *School WASH Procedure (Ministry of Education, Science, and Technology, GoN, 2074)* will be utilized to ensure the accessible and inclusive WASH service in the schools.

2. Key implementation activities

Household Level: LACC Project encourages families in constructing and improving toilets, promoting consistent use, and integrating hygiene into daily routines. Activities include:

- Technical support for toilet construction and upgrades.
- Promotion of handwashing, utensil cleaning stations, and drying racks.
- Management of animal waste and promotion of clean environments.
- Use of safe water and promotion of household water treatment.

- Proper disposal of wastewater and solid waste.
- Promotion of energy-efficiency and Improved Cooking Stoves.

School Level: Schools receive support to improve and maintain user-friendly WASH infrastructure. Examples of interventions include:

- Regular monitoring of facility use and cleanliness.
- Training of teachers, School Management Committees (SMCs), Parent-Teacher Associations (PTAs), and child clubs.
- Strengthening school–community linkages for sustained WASH behaviours.

Community Level (within water schemes): At the community level, the project facilitates hygiene promotion through:

- Behaviour Change Communication (BCC), Information, Education, and Communication (IEC), hygiene, and indoor air pollution campaigns.
- Encouragement of wastewater use for kitchen gardens.
- Advocacy to end discriminatory practices like Chhaupadi.
- Support for declarations “Towards Total Sanitation Scheme/Community”.

Local Government Level: LACC Project supports the LGs to institutionalize sanitation promotion through:

- Technical support for preparing and updating LG WASH policies and plans.
- Training of Local Resource Persons to act as hygiene ambassadors.
- Facilitation of monitoring of the LACC Project supported activities

3. Working modality and process

All sanitation and hygiene promotion activities are led by Local Governments, with LACC Project providing technical and financial support through a cost-sharing approach. The typical process includes:

- Baseline Analysis (community level): Assess current WASH conditions, behaviours, and gaps.
- WASH Plan Update: Prepare or revise LG-level WASH Plans in collaboration with stakeholders.
- Capacity Building: Conduct awareness programs and training for LG officials, ward leaders, communities, and religious leaders.
- Monitoring and Reporting: Establish LG-led systems, leveraging digital tools where appropriate.
- Documentation and Learning: Capture lessons, case studies, and success stories for broader dissemination.

3.4.6 Menstrual hygiene management

LACC Project recognizes MHM as a critical issue in Karnali and Sudurpashchim, where harmful practices such as *Chhaupadi* still persist despite being legally banned in 2005. Women and girls continue to face stigma, exclusion, unsafe living conditions, and denial of basic WASH facilities during menstruation and childbirth. To address these challenges, LACC Project aims to reduce stigma, improve facilities, and foster dignity through awareness, capacity building, and community

engagement, in line with local governments' authority under the Local Government Operation Act, 2074.

The Project will build on best practices from RVWRMP in Sudurpashchim and collaborate with existing networks like the Karnali Alliance for Dignified Menstrual Management (KADMM) in Karnali. Capacity-building efforts will include training local government staff including LGU staff, teachers, students, women groups, and community volunteers on Dignified Menstrual Management (DMM).

Awareness campaigns will be conducted at multiple levels—using, for instance, social media, street dramas, and short video competitions—to normalize discussions on menstruation and reduce discrimination. Monitoring and evaluation mechanisms will be established in partnership with local governments to track progress, while youth champions and influencers are planned to be mobilized to spread positive messages. Additionally, the project encourages local innovation in products, services, and communication to strengthen sustainable and culturally appropriate MHM practices. Through this integrated approach, LACC Project aims to empower girls and women, promote dignity, and eradicate menstrual-related discriminatory practices across working municipalities. The detailed strategy and actions for MHM and DMM will be defined in the *LACC Project GEDSI and HRBA Strategy and Action Plan (2025)*.

3.4.7 Water quality and water safety

Ensuring access to safe and clean drinking water is a core objective of the LACC Project. To achieve this, the project supports LGs in establishing and operating basic water quality testing mechanisms. These efforts focus on monitoring key parameters such as microbiological contamination, turbidity, ammonia, and pH, which are essential indicators of potable water safety.

The project promotes a decentralized and participatory approach to water quality monitoring. UCs are encouraged to engage local service providers—such as private laboratories, technical schools, or community-based organizations—for professional testing services when necessary. At the same time, the project builds local capacity for routine monitoring by training designated individuals within the LG, such as WASH Unit staff or health post personnel, who are responsible for conducting tests and interpreting the results.

Water quality is tested at various stages of the scheme development. During the feasibility study, the water source is tested for faecal contamination using a field test kit. If there are any indications of other forms of contamination—such as visible pollution—additional tests are carried out to ensure the water's safety. Once construction is complete, the intake structures, reservoirs, and tap stands are tested again for faecal contamination using portable kits. In cases where contamination is detected in the reservoir or distribution system, structural chlorination is performed.

Following the construction phase, household-level water storage is also tested to assess potential risks of contamination during storage and handling. The responsibility for covering the cost of these tests lies with the UCs. To support regular testing, LGs are expected to allocate a space and assign a staff member for water quality testing. LACC Project provides training to this individual, and where water quality services are not outsourced, LGs are also responsible for procuring testing kits and reagents.

In addition to testing, users are educated through training sessions, campaigns, and awareness programs—often conducted alongside Total Sanitation activities—to reinforce behaviours that reduce the risk of re-contamination during collection, transportation, and storage.

Every scheme must develop and implement a Climate Resilient Water Safety Plan (CR-WSP). This plan identifies and addresses potential hazards along the entire water supply chain, integrating climate risk and DRM considerations into water safety management. A separate guideline is available to support LGs and UCs in formulating and implementing CR-WSPs effectively.

3.4.8 Post-construction phase

This phase is designed to strengthen the inclusive and sustainable water management practices through enhancing the institutional and technical capacity of both UCs and LGs and to ensure continued functionality, effective governance, and financial sustainability of the schemes.

A primary focus during this phase is to ensure that the UCs are legally recognized, regularly renewed, and function according to their statutes and internal regulations. LACC Project will support in VMWs' training, to resolve technical issues promptly, so that routine operations and maintenance are carried out efficiently. LACC Project will follow up each scheme for the accumulation of the O&M funds which are sourced through regular tariff collection. This fund should be sufficient to cover recurring maintenance and minor repairs, and it is mobilized through cooperatives or other local financial institutions for long-term sustainability.

The vision for this phase is that, by the end of a scheme's design life, the users will have recovered the total investment through appropriate tariff systems. UCs are also encouraged to insure the infrastructure against impacts of climate change, disasters and potential damages to ensure service continuity in times of crisis.

Key components of this phase include:

- Regular O&M
- Continued implementation of Climate Resilient Water Safety Plans (CR-WSPs)
- Strengthening UC governance and institutional systems
- Enhancing the capacity of LGs through trainings and workshops, to provide long-term oversight and support and reinforce sustainability

At the scheme level, Public Audits and Post-Construction Seminars promote transparency and accountability. UCs receive training on how to prepare O&M regulations and implement their CR-WSPs.

At the LG level, workshops focus on scheme sustainability and female leadership in UCs. These sessions empower LGs to take a more proactive role in overseeing scheme performance and community engagement.

At the provincial level, functionality and sustainability workshops are conducted to facilitate learning, coordination, and support across multiple LGs. For larger schemes—particularly those with yard connections—UC officials and key staff members receive Utility Management Training to professionalize their approach to service delivery and financial oversight.

3.5 APPROACH FOR RESULT AREA 3 GOOD GOVERNANCE AND STAKEHOLDER COLLABORATION

The local governments will be supported to undertake a watershed-based land use planning process for their entire area. Relevant planning documents like Water Use Master Plan (WUMP), Local Adaptation Plan for Action (LAPA), Local Disaster and Climate Resilient Plan (LDCRP) and Local Disaster and Climate Resilient Framework (LDCRF) will identify the major climate change mitigation, conservation and watershed management intervention areas and the local governments will be supported to enact bylaws, define conservation areas and undertake campaigns relating to watershed conservation.

References:

- PIM Ref 49. Local Disaster and Climate Resilient Framework Planning Guideline, National Disaster Risk Reduction Management Authority, GoN (2081 BS)
- PIM Ref 17. LACC Project GEDSI and HRBA Strategy and Action Plan (2025) LACC Project GEDSI and HRBA Strategy and Action Plan (2025)
- PIM Ref 18. LACC Project Communications and Visibility Strategy and Action Plan (2025) LACC Project Communications and Visibility Strategy and Action Plan (2025)

Municipality Disaster Risk Governance Assessment

will assess the existing status of disaster risk governance and support to integrate climate resilience and disaster risk management. Recharge ponds, pits, bioengineering measures will be included in the infrastructure program. In addition, flood, land slide protection and embankment improvement structures for the soil conservation and disaster risk management (DRM) interventions. The Project will provide support to install Improved Water Mill (IWM) and Improved Cooking Stove (ICS) as prioritized in the above-mentioned plans and frameworks and local level planning processes.

Technical and financial support from the province and federal governmental agencies will enhance the capacities of local governments in formulation and implementation of local level plans and policies for forestry and conservation efforts. Cooperation and coordination between the federal, provincial and local governments will be facilitated by LACC Project.

LACC Project official partners are Geological Survey of Finland (GTK), Finnish Environment Institute (SYKE), and International Water Management Institute (IWMI). Kathmandu-based Development Management Institute (DMI) works as a Liaison Office for the LACC Project and provides the technical support on LACC sectoral areas as needed. Additionally, strategic partnerships will be made at provincial and federal level with partners such as National Federation of Disabled Nepal (NFDN), Federation of Community Forestry Users (FECOFUN), Federation of Drinking Water and Sanitation Users Nepal (FEDWASUN), academia (such as Tribhuvan University, Agriculture and Forestry University, local technical schools/colleges), research centres, women networks, private sector, development partners (e.g. UNOPS, Finnish Red Cross), Civil Society Organization and other sectoral relevant actors, exploring joint collaboration opportunities. With relevant partners, LACC Project seeks synergies and overlapping interests for efficient and integrated delivery, knowledge-sharing and linkage building to reach project objectives. Collaboration with relevant local, provincial, and national media partners are also created to raise awareness of LACC Project objectives and results to target audiences, promoting transparency and other elements of good governance and increasing visibility of the LACC Project

Furthermore, Result Area 3 addresses actions to aiming to decrease discriminatory social norms. While Chhaupadi remains a critical issue—continuing to endanger the health and dignity of women and their

young children in the working provinces—also other harmful practices that may sometimes be overlooked but are equally important to impact are considered under LACC Project interventions. The *LACC Project GEDSI and HRBA Strategy and Action Plan (2025)* defines the approach to these issues in more detail.

4 HUMAN RESOURCES MANAGEMENT AT LOCAL LEVEL

4.1 OVERVIEW TO HUMAN RESOURCES AT LOCAL GOVERNMENTS

This manual provides guidance to the PMC on the minimum required human resources for project implementation, as well as procedures for selection and mobilization. Detailed of the human resources management at local level with necessary templates is provided in Annex 3 *LACC Project Local Government Unit Human Resources Selection and Mobilization Guideline (2025)*.

Role of Local Governments in LACC Project

LGs, in support of the Project Management Committee (PMC), execute the projects at local level.

The scheme related activities are implemented by users committees/groups in support of local governments. To implement the project following participatory and GEDSI friendly approach, enough human resources of different discipline required to be mobilized in the field exclusively to implement LACC Project related activities. Since the LACC Project has multisectoral components to be implemented in the field, the competent human resources should be mobilized from different sectors. Generally, following human resources are required to implement the Project-related activities in the field:

Project and financial management: PMC, Chief Administrative Officer (CAO), relevant sections of the municipality and financial management section of the municipality

Reporting, field management and team mobilization: The municipality appoints an officer level person (level six) to work exclusively for LACC Project as a “Project Officer” from the available existing pool of staff or hire the Officer separately to look after the Project. The Officer must have experience working with participatory planning and decision making, WASH, livelihood, and natural resource management (NRM).

Engineering survey, design and evaluation: To implement infrastructure related works of different water supply, irrigation and conservation related schemes, livelihood infrastructures and improved cooking stoves and improved water mills, the municipality shall appoint qualified sub-engineer exclusively to work for LACC Project. Considering workload of the municipalities regular program, the sub-engineer needs to be hired for the LACC Project.

Technical supervision of construction work: Depending upon the number of construction activities in the field, number of assistant sub-engineers/Water Resources Technicians are needed to be managed by the municipality to work exclusively for LACC Project. One Assistant Sub-Engineer/Water Resources Technician can take care up to five construction activities at a time.

Social mobilization and capacity building activities: There are number of social mobilization and capacity building activities to be conducted at community level. All the activities in the field should follow Step-by-Step approach ensuring GEDSI integration and the respective Strategy and Action Plan. For the purpose, field coordinators and social/community mobilizers are needed.

Implement natural resource management related activities: These include activities such as source conservation, afforestation and reforestation, soil erosion and landslide control, agroforestry and other relevant activities that will be implemented by LACC Project in prioritized watershed of working municipalities. The Natural Resource Management Facilitator (NRM Facilitator in the LG teams), with technical guidance and support from the NRM Expert (LACC Project TA team), shall facilitate planning and implementation of such activities together with training and capacity building of the beneficiaries, UCs, CFUGs and so on, as per the Step-by-Step approach.

Livelihood related activities: LACC Project will implement both on-farm and off-farm related livelihood activities in the prioritized watershed area. The activities will include home garden management, commercial vegetable farming, value chain establishment, agroforestry, forest-based enterprises, micro enterprises, and other relevant activities as planned in AWP of the LACC Project. In addition, capacity building of farmers, UCs, CFUGs and other relevant actors at the watershed and municipality level will be major responsibility of the Field Coordinator OR NRM facilitator. For the purpose, a Field Coordinator OR NRM facilitator having experience in forestry, agriculture, value chain and micro-enterprise management shall be hired/assigned by the municipality to work exclusively for the LACC Project and is required to facilitate the activities.

4.2 REQUIRED HUMAN RESOURCES AT LOCAL GOVERNMENTS

The following tables describe the required human resources at the local government level. All the positions hired exclusively for the LACC Project will be contracted only for the LACC Project and the LG will not take any responsibility to continue those staff after phasing out of the LACC Project.

Table 4 Required Human Resources for LACC Project at LG Level

SN	Roles	Required Human Resources
1	Project and financial management	Project Management Committee (Part Time) Chief Administrative Officer (Part Time) Infrastructure Section Chief (Part Time) Agriculture Section Chief (Part Time) Environment Section (Part Time) Accounts Officer (Part Time)
2	Reporting, project management and team mobilization	LACC Project Officer – Full Time for LACC Project (Officer - sixth level)
3	Engineering Survey, Design and Evaluation	Sub-Engineer – experienced with Water resource (Assistant – fifth level) (In addition to TA-funded Technical Officer) who works for two or more LGs as a member of LACC Project TA-funded Cluster teams)
4	Construction supervision	Assistant Sub-Engineer/WRT – experienced with WASH and Irrigation – 1 person per five schemes (Assistant – fourth level)
5	Capacity building and execution of Steb-by-Step and GEDSI approach	Field Coordinator – Experience with NRM, Livelihoods, WASH, Planning and Community Mobilization, Intermediate Diploma in Forestry or Agriculture. (1 per LG) (Assistant – fifth level) Community Mobilizers - Experience with WASH, NRM, Planning and Community Mobilization (2 per LG) (Assistant – fourth Level)

6	Training on livelihood, natural resource management and implementation of the activities	NRM Facilitator – Forestry or Agriculture background (10+2/Intermediate Diploma in Forestry or Agriculture) (Assistant – fifth level)
---	--	---

Table 5 Basic requirement of human resources required to work in LGU for LACC Project implementation

Sn	Position	Level/Number	Duty Station	Minimum Education Qualification and work experience ¹
1	LACC Project Officer	Officer – Sixth Level – One	Office of the LG Executives	Bachelor’s degree in relevant discipline. Minimum five years’ experience on WASH, NRM, planning, livelihood etc.
2	Field Coordinator	Assistant – Fifth Level – One	Office of the LG Executives/ward office	Higher Secondary education in relevant discipline (Agriculture or Forestry or relevant). Minimum five years’ experience on WASH, NRM (Agriculture or Forestry), Planning, livelihood, training etc.
3	Sub-Engineer	Assistant – Fifth Level – One	Office of the LG Executives/ward office	Intermediate Diploma in Civil Engineering. Minimum three years’ experience on WASH, irrigation, NRM, planning, livelihood schemes survey design and construction supervision.
4	NRM Facilitator	Assistant – Fifth Level – One	Office of the LG Executives/ward office	10+2/Intermediate Diploma in Agriculture or Forestry. Minimum three years’ experience in planning and implementation of Agriculture or Forestry and Agroforestry related activities in the field.
5	Assistant Sub-Engineer	Assistant – Fourth Level – Two-Three ²	Ward Office	Technical School Leaving Certificate / Secondary Education Examination on Civil Engineering or Basic/Upgrading Water Supply and Sanitation Technician training from Council for Technical Education and Vocation Training (CTEVT) or recognized institute. Minimum two years’ experience on implementation of water supply, irrigation or other infrastructure works in the field.
6	Social Mobilizers	Assistant – Fourth Level – Two-Three ³	Ward Office	School Leaving Certificate / Secondary Education Examination or equivalent. Minimum two years’ experience on capacity building, social mobilization, NRM, planning, livelihood etc.

All positions recruited through the project budget shall be deployed solely for the implementation of project activities, and the local level shall bear no responsibility for their continuation after the project exit.

It is not mandatory to fill all the positions mentioned in Table 5 above. The required number of staff shall be determined based on the availability of existing regular employees at the local level who meet the minimum qualifications and experience specified by the project and can be deployed on a full-time basis for the project. This decision shall also consider the workload in accordance with the approved annual budget and program. The final determination shall be made as per the decision of the Local Government Project Management Committee.

¹ Basic requirement of the human resources required for LACC Project to work under WASH/Environment section

² The numbers depend upon the number of water supply, irrigation, and other infrastructure activities

³ The numbers depend upon the number of settlements in the working area

4.3 STEPS FOR RECRUITMENT AT LOCAL LEVEL

There is a separate detailed guideline for staff selection and mobilization at the local level, **Annex 3** to this PIM. The following steps outline the process:

Step 1. Assess the requirement of human resources

Step 2. Decide on deployment of LG's available human resources or hire additional human resources

Step 3. Formation of recruitment committee

Step 4. Vacancy announcement

Step 5. Shortlisting

Step 6. Written test and interview

Step 7. Final scoring and evaluation

Step 8. Approval by the Project Management Committee (PMC)

Step 9. Annual performance-based contract between the staff and LG

4.4 SHORT TERM SERVICE PROVIDERS SELECTION PROCESS

Short term service providers are generally recommended to select from existing roster or waiting list of previous selection process. PMC may use the list of previously contested candidates. PMC will ensure the competency of the candidate through CV evaluation, written and interview before hiring decision. It is recommended to have output-based contract with such service providers. The tenure of such service providers should be limited to maximum six months. Short-term service providers cannot be hired to complement regular job of other LGU staff. Fee of such service providers cannot be more than the fee of existing LGU staffs in the local government. Short-term service providers are not entitled to get other facilities other than basic service fee.

Additionally, PMC can decide and mobilise the project thematic sectoral local resource persons (LRPs) as per the approved annual budget and program of respective LG, these LRPS will not be counted as LGU staffs.

5 PLANNING

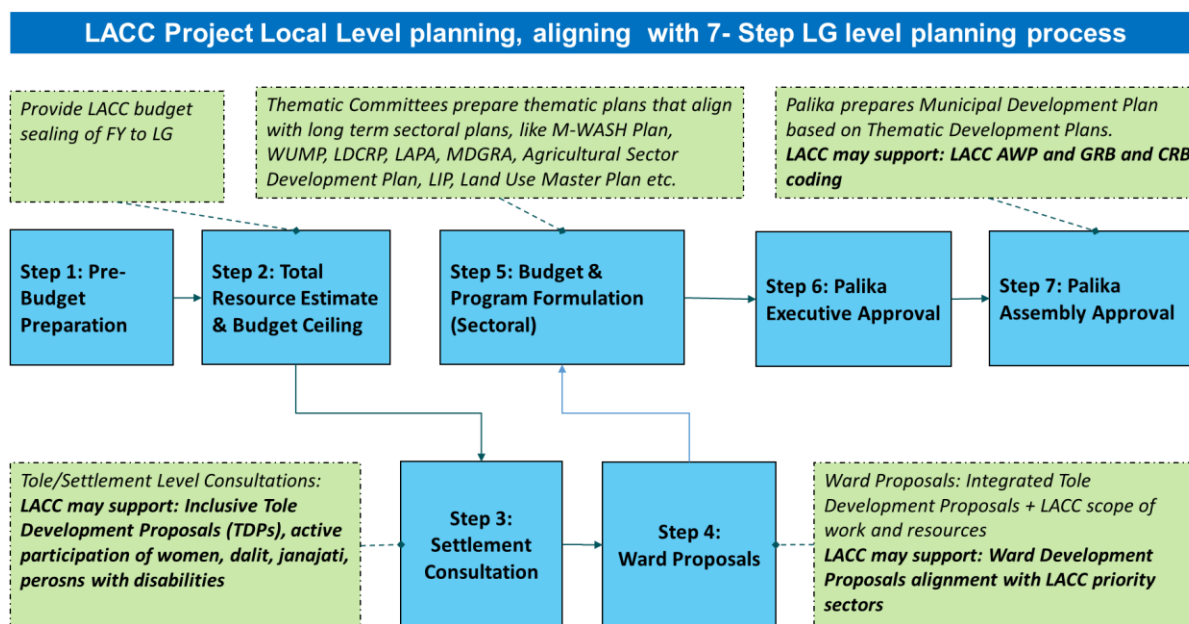
5.1 ALIGNING WITH LOCAL GOVERNMENT AND COMMUNITY LEVEL PLANNING

5.1.1 Alignment with GoN annual planning process

LACC's LG-level implementation is aligned with the 7-steps local planning process of the selected project LGs. The 7-steps local planning process is

- Step 1: Pre-budget preparation (Budget ceiling received from federal and province) - By end of Chaitra

- Step 2: Resource estimate and budget ceiling determination - By 10th of Baisakh
- Step 3: Tole/Settlement consultation (tole development proposals) - by end of Baisakh
- Step 4: Scheme selection and prioritization by ward (ward development proposal)- by 15th of Jestha
- Step 5: Integrated budget and program formulation (thematic prioritization)- by 5th Asar
- Step 6: Palika executive approval – by 10th Asar
- Step 7: Palika assembly approval – by end of Asar



To align with this process, the existing annual plans are considered as steering documents for LACC work planning. In practice, this means that LACC actively accounts for relevant local demands and proposals from the Tole (Step 3) Ward (Step 4) and LG (Step 5) levels with an aim of aligning them with LACC annual plans to the extent possible. Simultaneously, LACC keeps relevant government authorities and local people informed at Tole (Step 3), Ward (Step 4), LGs (Step 5) levels about the project resources and scope of work as the annual planning process proceeds. LACC furthermore supports Gender Responsive Budgeting (GRB) and Climate Resilient Budgeting (CRB) processes for the final LG level plan (Step 7), more detail in ‘HRBA and GEDSI Strategy and Action Plan 2026’.

5.1.2 Alignment with LG level sectoral planning

LACC implementation at the LG level shall be fully in line with the existing formal, endorsed LG level plans. The existing plans are considered as steering documents for LACC work planning.

Furthermore, LACC provides the project LGs with specific support on updating and upgrading of the following plans, based on their requirements and compliance:

- M-WASH Plan / WUMP / use of N WASH MIS
- LDCRP / LAPA / Municipality Disaster Risk Governance Assessment or other similar tools
- Agricultural sectoral plan / Livelihoods Improvement Plans
- Gender Responsive Budgeting (GRB) / Climate Responsive Budgeting (CRB)
- Other sectoral plans, acts and policies as per requirements and LG compliance

5.1.3 Alignment with community level planning

Wards and Toles are the smallest administrative units of the LGs. Existing Ward and Tole level plans are considered as steering documents for LACC work planning, including its Catchment Management Plans.

At the community level, LACC supports the development and implementation of the following plans:

- Water User Committees' Climate Resilient Water Safety Plan (CR-WSP)
- Community Forest Operational Plan (CFOP)

5.2 PRIORITIZATION OF LACC WORKING AREAS WITHIN LOCAL LEVELS

5.2.1 Cross-sectoral integration via catchment approach

Rationale of the catchment approach

As a multi-sectoral agency, LACC seeks to improve coherence and build natural synergies across its result areas and scope of work. This requires integrated implementation efforts that cross the result areas and different sectors, allowing LACC to use up to its full palette of implementation options in a suitable location. Geographical concentration of activities improves effectiveness of implementation, builds synergies, and enables efficient use of project resources. This concentration and simultaneous integration of the full palette of potential activities allows holistic implementation.

Typically, planning and development activities have been organized along administrative boundaries, such as provinces, municipalities, wards, even though natural processes operate beyond these divisions. This reality calls for planning approaches that are aligned with natural systems rather than administrative lines and political boundaries.

Catchments are natural geographic units crucial for water resources management and related water uses such as irrigation for agriculture and water supply to households. They are also crucial for sustainable land use, forest and environmental management.

Therefore, LACC implements a catchment approach to enhance its integrated, cross-sectoral implementation in practice. A carefully selected catchment is a suitable focus area unit for the scope of the LACC. The approach still allows all types of LACC activities to take place across the LG area as per LACC targets and local requirements.

Description of the catchment approach

Integrated Catchment Management Guideline describes the catchment approach in more detail; It defines the steps for 1) catchment assessment; 2) priority catchment selection; 3) preparation of a Catchment Management Plan (CMP), and 4) its implementation and operation of the Catchment Management Committee (CMC). In brief, the process is as follows:

The catchment assessment includes catchment identification, catchment delineation, multistakeholder consultations, catchment scoring, and catchment prioritization. The Catchment Management Guideline describes the selection process and general indicators that are used for the

priority catchment selection. LG level Project Management Committee (PMC) will make the final decision about the prioritized catchment(s).

The selected priority catchment is defined as the focus area where detailed CMPs are being prepared and where tangible change crossing LACC Project sectors is expected. The CMP integrates LACC activities across the sectors, result areas and cross-cutting themes. It is linked to the Tole and Ward level annual planning process (Steps 3 and 4) as well as aligned with other sectoral LG plans. Participatory and inclusive planning is at the core of the process. Local Catchment Management Committee (CMC) is established to ensure inclusive implementation, effective coordination, and sustainable operation.

The approach still allows all types of LACC activities to take place across the LG area also outside the priority catchment(s), as per LACC targets and local requirements.

5.2.2 Other criteria for prioritization of working locations within LGs:

All activities:

- Integration potential with other LACC activities
- Vulnerable communities, institutions and households prioritized
- Selected priority catchments
- Possibility for collaboration with other projects and programmes

Prioritization of drinking water supply schemes:

- Integration with other activities via MUS
- Vulnerable unserved communities
- M WASH Plan based on DWSSM WASH plan guidelines
- Progress towards SDGs
- Selected priority catchments

Prioritization of irrigation:

- Integration with other activities such as agro-forestry or livelihoods
- WUMP or similar plan
- Selected priority catchments
- Otherwise identified potential for sustainable irrigation expansion

Prioritization of livelihoods and agriculture interventions:

- Integration with other activities such as MUS and irrigation schemes
- Livelihoods Implementation Plan or similar LG sectoral plans
- Selected priority catchments and demand for drinking water supply

Prioritization of value chain interventions:

- Integration with other activities such as basic livelihoods or irrigation
- Areas relevant for identified value chain opportunities

- Special consideration in selected priority catchments

Prioritization of forestry activities:

- Integration with other activities such as drinking water supply, MUS, irrigation, or nature-based solutions
- Selected priority catchments
- LACC water-related scheme areas
- Livelihoods Improvement Plans and LG sectoral plans

Prioritization of Climate Change Adaptation & Disaster Risk Management:

- Integration with other activities such as forestry, agro-forestry, drinking water supply, schools, or irrigation
- LDCRP / LAPA
- Special consideration in selected priority catchments
- Targeted interventions in vulnerable communities and institutions

Prioritization of Total Sanitation:

- Integration with drinking water supply and MUS beneficiary communities
- Communities with lots of other LACC Project funded interventions
- Special consideration in selected priority catchments
- Targeted interventions on DMM in vulnerable communities and institutions

Prioritization of ICS and IWM interventions:

- Integration with Total Sanitation programme and drinking water supply/MUS communities
- Targeted interventions on vulnerable communities and institutions
- Special consideration in selected priority catchments

Prioritization of GEDSI interventions

- Cross-cutting in all communities LACC works
- Targeted interventions in vulnerable communities and institutions
- Tailored programme for persons with disabilities

Prioritization of schools:

- For 3-Star WASH support: existence of LACC supported drinking water supply scheme
- For ICS, kitchen, nutrition, environmental conservation, plantations, agricultural support, schools as per level of current hardship, intervention potential, their demand and request
- Special consideration for most vulnerable communities
- Special consideration in selected priority catchments
- See details in the LACC Project Climate Smart School Guideline (2026)

6 CAPACITY BUILDING GUIDELINES

6.1 OVERVIEW TO CAPACITY BUILDING

There are two funding sources available for capacity building at different levels: NRDF and TA.

Capacity development activities will be included in the Annual Work Plan (AWP) accepted by each LG. The indicative ceiling of the capacity building budget available for each local government will be provided during the AWP preparation process. This ceiling includes both GoN, GoF/EU and LG sources that will enable LGs to clearly express the expectations on monetary terms while in LG level discussions.

Similarly, the available budget from agriculture and environment related sections of the LGs will also be included in the respective AWP. If there is a very good justification for a higher capacity building budget, exceptions can be made, but in these cases the full participation of Office of Municipality Executive and PMC is to be assured.

Though an overall budget ceiling is provided for each LG, the PSU does not set any ceiling for all the individual budget sub-headings. This gives flexibility to LGs to decide on their capacity building activities fit to their needs. However, the Project Management has a veto right to comment and recommend budgetary adjustments if the proportional budgeting under different headings is not balanced.

The training events that intend to have participants from more than one LG of the particular district, the budget will be provisioned in host LG and the event shall be participated by more than one LGs. The community-level scheme-related capacity building as per Step-by-Step is included into each scheme cost and as such, channelled through NRDF.

The capacity building through TA budget focuses on continued case-specific field-presence which utilized learning-by-doing, coaching, and a range of participatory and interactive tools for strengthening capacity of the various UCs, community groups, and LG staff, while taking the scheme investments forward. The TA funded capacity building events focus more on the province or federal level, with only a limited number of events being organized annually. These are planned in the AWP, making these responsive to the actual needs at the time.

Activities related to strategic partnerships as well as knowledge sharing and awareness raising will be conducted from capacity building budget. The activities can relate to, for instance, GEDSI issues and partners can include research centers, women networks, private sector, development partners, Civil Society Organization, media, and other sectoral relevant actors with whom LACC Project finds synergies and has overlapping interests, while reaching the Project objectives.

6.2 CLASSIFICATION OF CAPACITY BUILDING ACTIVITIES BY SOURCE OF FUNDING

6.2.1 Overview to Classification of Capacity Building

Most of the capacity building activities shall be funded through NRDFs. Whereas the advanced and technical type of training activities that is participated by selective participants from different LGs may

be funded from Project Support Unit (PSU) or Project Coordination Office (PCO). General classification of these activities is given in the following table.

Table 6 Classification of capacity building activities by source of funding

Activity type	NRDF Funded	PSU/PCO Funded
Users Level capacity building	All scheme related trainings	None
Local government staff	Regular monthly meeting cost, training conducted for LGU staffs	Specific technical training on specific thematic topic for selected LG staff / LGU staff
Local human resources development	Local Service Providers participating from respective LG or cluster	Information, Education and Communication (IEC) materials for the training. Outsourced expert trainer (if needed)
Livelihood, forestry and environment related trainings	All type of trainings	All ToTs participated by number of different LGs.
Technical training	All technical trainings e.g. VMW, Rainwater harvesting mistri, water resources technician, renewable energy technologies, agroforestry etc.)	External Resource Person cost in special case (if needed)
Events, festivals and awareness campaigns	All regular events that can be planned annually, such as National Sanitation Week, Women's Day, Environment Day, sanitation campaigns etc.	Special events, workshops, conferences and other occasions arising over the year as agreed case-by-case (central/province level)
Sanitation and Hygiene	All community/LG level training campaigns	All ToTs participated by number of different LGs
LG level capacity building activities	Regular meeting/workshops PMC meeting	LG Accountants training, LG Technical training
	All UC/LG/PMC level exposure visits/trips, human resources development, Procurement and bookkeeping training to UCs.	Policy formulation, local governance, effective implementation of laws, technical trainings, incl. GIS, GPS, accounting training that are participated by the participants from number of LGs
	All LG level events organized for particular LG/cluster participants	Provincial and federal level workshops, Annual workshop with LG representative (Chairperson/Mayor/Vice chairperson/Deputy mayor/CAO)
Central Level capacity building activities	None	All central level capacity building activities, Coordination meeting with LGs, Technical Coordination Committee meetings, Supervisory Board and province level planning and coordination meetings
Exposure visits	All exposure visits that have participants from UC and LGs	Project staff exposure visits, federal and province level exposure visits

6.2.2 Community-level capacity development

Community development capacity-building will focus on strengthening awareness of the importance of community ownership of investments, complemented by training in topics such as leadership and governance, financial management for community organizations, participatory planning, record-keeping and reporting, conflict resolution, inclusive decision-making, and the sustainable operation and maintenance of project-supported infrastructure.

The LACC Project, through the LGU, enhance UCs' capacity in technical, financial, institutional, and organizational management. Key capacity building activities at community level are the following:

- Awareness raising campaigns, consultations and monitoring for behavior change in sanitation and hygiene and other BCC activities, climate adaptation, operation and maintenance and nutrition through mobilization of school and community
- Climate-smart home garden, income generation and nutrition training
- Forest and land management, agroforestry training to CFUGs and beneficiaries
- Value chain and livelihood promotion training to cooperative members

A subject to be emphasized in the community-based training is the message of menstrual hygiene management and total sanitation. Teachers, Community Health Volunteers, and other influential persons in the communities should receive training in MHM and menstrual dignity. Capacity building activities will be accentuated for integration of different project themes to develop the model community, schemes, clusters, catchment, and sub-watershed.

6.2.3 Local Government level capacity development

This focuses on the Local Government WASH and Environment Unit (LGU) human resources staff including the permanent LG staff working of different LACC Project relevant sectors. These are the core human resources supporting the UCs and the community in all aspects of LACC Project related developments. They are entitled to carry out Step-by-Step process and relevant capacity development activities to UCs, community awareness campaigns, and livelihood related community level trainings. Therefore, LGU staff and LG's staff should be capable enough to facilitate community and LG.

All LACC Project partner LGs shall be trained to promote effective access to forestry and natural resources management, livelihood, markets, irrigation, and WASH services. The LG elected representatives and staff will be trained to undertake:

- Inclusive planning and budgeting procedures for climate resilient investments and capacity building
- Natural resources management and livelihoods development
- Support services to users' committees, CFUGs/LFUGs, farmers' groups and cooperatives
- Use of private sector as support agents and solicit support from federal and provincial departments.
- Monitoring and evaluation systems
- Technical support systems for climate resilient water supply, irrigation and MUS schemes sustainability
- Support systems to communities to upkeep ODF and reach Total Sanitation status

- Technical human resources development including institutional development of cooperatives as per demand of the LGs

Main capacity building activities that are intended to the LGU and its staff are the following:

- Trainers of Training (ToT) training
- Training on Step-by-Steps scheme implementation procedure
- Technical survey, design, and BoQ preparation of water supply, irrigation, conservation training
- Bioengineering training
- Forest management and natural resources management training
- Livelihood related trainings

LACC Project will give special emphasis to the enhancing the capacity of new female elected LG members. A workshop modality, where only local women leaders are facilitated to make long- and short-term gender-responsive plans and budgets will be implemented at LG level. It has been well received, as women leaders often have less experience in taking management roles in communal affairs. More capacity building events for the female leaders will be designed and piloted during the coming years.

Every LACC Project LG will have a gender-responsive planning and budgeting workshop, preferably before the annual budgeting cycle. The women leaders' gender-based planning and budgeting workshop also brings out issues specific to women's needs. One of the issues is menstrual hygiene management (MHM) and total sanitation. Women leaders are encouraged to bring issues of MHM and design campaigns of menstrual dignity, school programmes, and improved sanitation and hygiene measures in their communities.

The Project shall provide chance to all the local levels to analyse their need and demand for the project support in capacity building in cost sharing basis. The project will supply a set of human resources to each LG for effective implementation of LACC Project activities, while doing so the LG staff and officials will be trained on planning, implementation, monitoring, and evaluation of water resources, forestry and natural resources management, and livelihood development activities on-the-job basis. In addition to LG level capacity building, cluster level coordination meeting, sharing workshops, and training will be planned as joint events to make effective learning and sharing opportunity between the LGs.

6.2.4 National and Provincial Level

The Project will have a budget line for capacity building at the federal and provincial levels that can be used organizing trainings as per need as well as to participate in capacity building measures within the sector development efforts, such as Sector Development Plan and Joint Sector Reviews.

LACC Project will actively participate in national and provincial level policy forums for efficient knowledge sharing related to LACC Project progress and impact and linkage building with actors relevant for LACC Project sectors.

6.3 PLANNING AND REPORTING CAPACITY BUILDING ACTIVITIES

When planning capacity building events, the following aspects should be identified as the event participants will be reported accordingly and entered to MIS:

- Name of the Event
- Organizer (LACC Project, Service Provider or LG Project Implementation Unit)
- Event Venue
- Province, LG, Ward/Location of training
- Scheme name and scheme code (if the event relates to the investment scheme, e.g. Step-by-Step training)
- Dates: From - To
- LACC Project Result Area # and LACC Project Output #
- Climate coding and gender coding
- Activity number in the Annual Work Plan
- Type of event: Training, Workshop, Meeting, Orientation, SBS Activities, Other
- Delivery method: in person, online, hybrid

The participant names are collected in three categories: 1) Beneficiaries; 2) Trainers/Resource Persons/speakers/Facilitators and 3) Other people (support persons present in the training)

6.4 NORMS FOR BUDGETING DIFFERENT CAPACITY BUILDING EVENTS

6.4.1 Overview to norms for trainings and other capacity building events

The budget breakdown of the event will be presented to the participants before the training, for the purpose of transparency of the activity. Also, the expenditure will be presented at the end of each training in the training report. If any training materials such as tools or various items are handed over at the end of the training, there need to be clear records on this: what was handed out and signed as received. The materials can be handed over only for the participants based on a transparent system. Alternatively, they are to be returned to the LG store to be used in the next training. The training proposals should be able to anticipate whether the items will be returned or not.

All the trainings/meetings and workshops shall be conducted only after approval of the event proposal, as planned in the AWP and decided by PMC in case of NRDF funded activities. In case of scheme level capacity building activities, responsible field coordinator or other LGU staff as assigned, shall prepare scheme-wise proposal of capacity building activities and get that approved from PMC beforehand. The norms below provide details of NRDF funded activities only and follows “*Operational Guidelines of the Ministry of Finance, Nepal, 2081 (कार्यसञ्चालन निर्देशिका, २०८१)*”. There is a separate guidance for conducting the TA-funded capacity building activities which are planned in the AWP. The training/workshop/seminar at ward and local government shall be conducted at local government’s hall up to the extent possible.

6.4.2 Norms for community and Ward level trainings

Following rates of the expenses are given for all kind of trainings (UC level/Ward level) that are organized at the same scheme area or ward. The trainings will be facilitated by LGU staffs and Ward staff. The costs will be incurred from NRDF.

Table 7 Norms for UC/Ward level training

Sn	Expenditure Heading	Maximum ceiling	Remarks
1	Stationeries	NPR 100/participant/event	
2	Tea and snacks	NPR 200/participant/ day	No Cash payment
3	Hall rent	NPR 1,000/day	Maximum (as per actual) if needed
4	Classroom materials	NPR 500/event	For the training of 3 or more days
5	Banner, Certificates etc	NPR 1,500/event	If needed, as per actual
6	Transportation cost	As per actual	If needed in case of ward level
Note: Only for the training (not for meetings and others)			

6.4.3 Norms for LG/District/Cluster level trainings

When the participants in the training participate from different wards of municipality in the municipality or district headquarter or cluster (can include participants from other municipalities as well), the following norms shall be applied. The costs will be incurred from NRDF.

Table 8 Norms for district/local government level training

Sn	Expenditure Heading	Maximum ceiling	Remarks
1	Stationeries	NPR 100/participant/event	
2	Tea and snacks	NPR 300/participant/per day	Includes trainers and other participants, support staffs
3	Hall rent	NPR 1000/day	Max (as per actual) if needed
4	Classroom materials	NPR 2,500/event	
5	Banner, certificates etc	NPR 1,500/event	
6	Food and accommodation cost	NPR 1,000/participant/day	See below
7	Training Co-ordinator	NPR 1000/day	Appointed by PMC
8	Training Helper	NPR 500/day	
9	Transportation cost	As per actual	
10	Resources Person cost	Complying heading 6.8	If needed for technical session
Note: Breakdown of the food and accommodation cost NPR 1,000 is (lunch = 300, dinner = 300 and accommodation = 400). The payment to the participants shall be done on the basis of actual requirement of food and accommodation outside their home. For example, if one day event is organized and participants need to have one time lunch outside their home, they are paid only for lunch, but if dinner and accommodation is also required, the payment shall be made accordingly.			

6.4.4 Norms for technical trainings

The following rates of expenses are given for budgeting all kind of technical trainings e.g. VMWs, Water Supply and Sanitation Technicians' training, irrigation caretaker training, operators training, rainwater harvesting mason training, and all type of residential training that are organized at a

place/scheme where participants from various other municipalities/schemes participate. The training will be managed by LACC Project LG NRDF.

The cost of the training will be budgeted in host LG's AWP and all the cost of training including travelling cost of the participants is covered from the same budget. Travelling day will be paid at the rate of NPR 1,000 per day and cost of public transportation as per actual. PMC will nominate a training coordinator from municipality WASH/Environment section. The training coordinator will be responsible for the management and reporting of the training.

Table 9 Norms for local government/district/ cluster level technical training at rural areas

Sn	Expenditure Heading	Maximum ceiling	Remarks
1	Stationeries	NPR 120/participant/event	
2	Tea and snacks	NPR 300/participant/ day	
3	Food and accommodation cost	NPR 1,000/participant/ day	L=300, D=300, A=400
4	Management, coordination & reporting	NPR 1000/day	Training coordinator
5	Resources Person cost	Complying heading 6.8	If needed
6	Helper	NPR 500/day	Max'm 2 persons
7	Hall rent	NPR 1000/day	as per actual
8	Classroom materials	NPR 5000/event	
9	Equipment and tools	As per estimation	
10	Transportation cost	As per actual	
11	Opening & Closing ceremony cost	NPR 100/participant * 2 times	
12	First Aid	NPR 3000/training	

6.4.5 Norms for exposure visits

The following rates of expenses are given for UC/Farmers/LG staff and officials/PMC exposure visits to different places. The visits are managed by PMC and the costs will be incurred from NRDF. The PMC will nominate a coordinator from the local government section, which is responsible for project implementation in the local government. The coordinator will be responsible for the management of the visit.

Table 10 Norms for exposure visits

Sn	Expenditure Heading	Max ceiling for UC, Service Providers/Cooperatives/Farmers	Max ceiling for PMC
1	Stationeries	NPR 150/participant/trip	NPR 150/participant/trip
2	Tea and snacks	NPR 300/participant/day	NPR 300/participant/per day
3	Lunch/Dinner & accommodation	NPR 2000/participant/day	NPR 4000/participant/day
4	Transportation cost	As per actual	As per actual
5	Other fees	As per actual	As per actual
6	First Aid	NPR 3,000/trip	NPR 3,000/trip

6.4.6 General norms for Resource Persons

All Resource Persons shall be specialists in the subject matter. Additionally, strong efforts should be made to have gender balance if there is more than one resource person. It is acknowledged that it

may be difficult to find female specialists in some areas, but it will greatly aid the training process, especially for female participants. At least some local resource persons should speak local languages.

A. Local Resource Persons

- Line agencies, local body staff and cooperative personnel from same local government, who doesn't need to take leave from their regular job to facilitate the training, or the training facilitation is a part of their Job Description/assigned task.
- The cost of local resource persons should be included in the approved proposal; however, no service contract is required for them

B. External Resource Persons

- Generally, fee of external resource persons cost (service provider firm, freelancer or consultant) will be paid from TA Capacity Budget of PSU according to the rule of the Project.
- GoN, and line agency or Non-Governmental Organization staff who need to take leave to facilitate the training, will be treated as external resource persons.
- CV of external resource person need to take approval from respective authorities (Chief Technical Adviser / Team Leader or Deputy Team Leader in case of TA funded capacity building and the LG Chief Administrative Officer in case of NRDF funded capacity building activities) before training/event proposal approval. If a CV of a resource person has already been approved for CV Roster, he/she can be directly hired as External Resource Person (as individual Short Term Service Provider).
- Signing a Service Contract before the event is a MUST for external resource person. Respective coordinator is responsible for having the contract approved prior to the event.
- One training day consists of minimum of 6 hours.
- External resource persons will be paid directly by PSU to their bank accounts, deducting taxes as per the GoN system. No cash payments.

Local Resource Person Fee: The local resource persons are the trainers engaged to facilitate the training in their own duty station e.g., local government headquarter, or district headquarter and facilitate the technical sessions of different trainings. The trainers from same office who organize the training in his /her duty station are not entitled to get facilitation fee, they will only be paid the handouts and training materials preparation fee. In case of out of duty station, they are eligible for travel and other associated costs as per the project rule with prior approval in event proposal. The fee (Including tax) of Local Resource Person shall be applied as follows is Table 11.

External Resource Person Fee: If the training requires external resource persons, cost can be funded from NRDF, external resource person or agency shall be hired by the local government following existing procurement provisions of the government of Nepal/Local Government. PMC will decide on hiring.

If the external resource persons will be hired through TA budget, then this is managed by PSU according to the norms provided in the LACC Project Personnel Administration Manual.

Table 11 Basis for local resource persons fee (amount in rupees)

LEVEL	Rate per session with hand-outs & presentation materials in a day	
	Per Session	Remarks
Gazetted officers	2,000	Max 2 sessions/day
Non-Gazetted	1,500	Max 2 sessions/day
the above rate includes hand-outs and presentation materials.		
A session shall be of at least 1.5 hrs. in technical subject matter. Briefing the training objectives, welcoming the participants, inaugurating, conducting pre or post-tests etc. shall not be considered as session and paid.		
If any local resource person travels from outside their duty station to facilitate sessions of the training, in addition to the session fee, travel and daily allowance shall be provided according to the municipality's norms.		

6.1. Research and study

LACC Project encourages evidence-based research and studies similarly to RVWRMP and RWSSP-WN II. The research and studies can be conducted independently in-house in a specific area or collaborating with the sector players and/or specific sector's expert agencies. The core importance of the research and studies for LACC Project have been visualized as:

- A tool for building knowledge and effective and efficient learning
- A means to learn and understand various issues
- Guidance / feedback for the improvement on the project's interventions
- A way to ensure and justify the results of project's intervention
- A means to find opportunities for the communities / LGs, etc.
- A means to evaluate the Project working modality and approaches.

LACC Project continues its research and studies focusing in the following core areas, but not limited to this, through mobilizing its TA Capacity building Fund, all topics being linked to the result areas and related outputs, i.e. directly contributing to the LACC Project:

- Community-based planning and policy
- Technological innovations
- DRM and Climate Change
- WASH
- Behaviour change
- GEDSI
- Water and energy-based livelihoods
- Cooperatives and value chains

Behaviour change is proving to be a tricky and difficult issue, some communities having persistent harmful and socially discriminatory practices. Changing peoples' behaviour in issues such as sanitation, hygiene and menstrual dignity clearly requires of a variety different approach. LACC Project will fund and encourage practice focused field-based surveys supporting aspired improvement of the menstrual hygiene management and dignity and other discriminatory practices related to the Project sectors.

The approaches to promote research and studies will be as follows:

Collaboration: Collaboration for research and studies can be at central level and/or at local level. When the sector feels the need of such studies, like Joint Sector Review, or in other sector specific area, as mentioned in the focused area above, LACC Project will join hands to materialize such research and studies. Similarly, at local level, LGs may feel need of research and ready and seeking for collaboration, LACC Project will join such studies. LACC Project rather encourages such local level collaboration.

In-house and independent: Based on the focused area, mentioned above, LACC Project encourages its staff to explore area of research and studies in-house. If such studies require the external expertise at some points, LACC Project will hire it.

Papers and publication: LACC Project encourages its staff to disseminate and amplify the learning and innovation to the larger audiences to influence for the further replication or for the policy change. Presenting the papers in national and international seminars and workshops and providing the papers to journals and other different publications are the most important platform to share the knowledge and practices, where LACC Project will contribute.

7 MONITORING, EVALUATION AND MIS

7.1 LACC Project Comprehensive Monitoring Concept

Monitoring and evaluation (M&E) are important to ensure that the intended results of the project interventions are achieved both in terms of quantity, quality and process. Monitoring should be relevant, timely and accurate and should produce the analysis of data and information that project stakeholders require to understand the process, progress and impacts of LACC Project. Furthermore, the information collected should serve also the interests of the national and sector stakeholders:

- Inform decision making
- Track progress and process
- Measure outputs, impacts and results
- Increase accountability; in both way: downward (to the community level) and upwards to sectors and competitive authorities
- Encourage investment and willingness to contribute
- Build capacity

M&E is built into the LACC Project's organizational and implementation structure. It is continuous and systematic flow of information within all steps of the project. The information flow should be two-way flow, providing immediate feedback and recommendations for those being monitored. These include both regular reports from LGs, UCs, PMCs etc., and formal monitoring visits at the time of critical stages of activities.

The core elements of the LG and scheme level monitoring in LACC Project are:

- Process follow-up (Step-by-Step manual, Project Implementation Manual, Fund flow and reporting).
- Tracking the information against logical framework of project and verification of data (Reports) provided by LG and UC.
- Physical verification of construction material & constructed services

- Ensuring quality of construction works.

Also assessing impacts of the activities against set indicators is important. The Project level (results framework) monitoring is done in PSU utilising the MIS system. PSU also provides information to national monitoring systems and government stakeholders.

Monitoring and Evaluation is a participatory process. The primary purpose of the participatory scheme level as well as LG-level monitoring and evaluation are to benefit those implementing the schemes and other activities, in terms of their progress' contribution to the result indicators and its objectives, like LG and UCs. At the same time the monitoring visits, findings and recommendations can be used for performance evaluation of the LGU staff. This aims at encouraging all teams for best performance and high-quality results and impacts.

The information collected should also serve the sector stakeholders at Provincial and Federal level; In this regard the practices and related indicators will be aligned with the other sector stakeholders.

The Monitoring and Evaluation Format will provide further details with regards to indicators, practices and expectations at each level. The monitoring formats at the LG/scheme level have been printed as separate monitoring books for feeding to the Management Information System (MIS) hosted by PSU and LG system.

All LACC Project M&E information will be adequately disaggregated to assess the inclusiveness of the project activities with particular regards to women, persons with disabilities, different age groups, and disadvantaged ethnic groups such as Dalit, Janajatis, and other minorities. The HRBA & GEDSI Strategy and Action Plan provides detailed indicators in this regard. GEDSI as a cross-cutting theme is included across all monitoring systems.

Local Government based Natural Resources Development Funds (NRDFs) will be closely monitored by PCO/PSU and make tally with Government of Finland requested format with government of Nepal's format. Regular annual auditing of the NRDF fund by Office of Auditor General Observation Government agency of Nepal will monitor the account system and provide the report about the transaction. Project will strictly follow the policy of preventive audit observation of MoFAGA. LG will make the auditing of all the NRDF fund transection by Office of Auditor General as per rule of GoN and take further action for any kind of unsettlements.

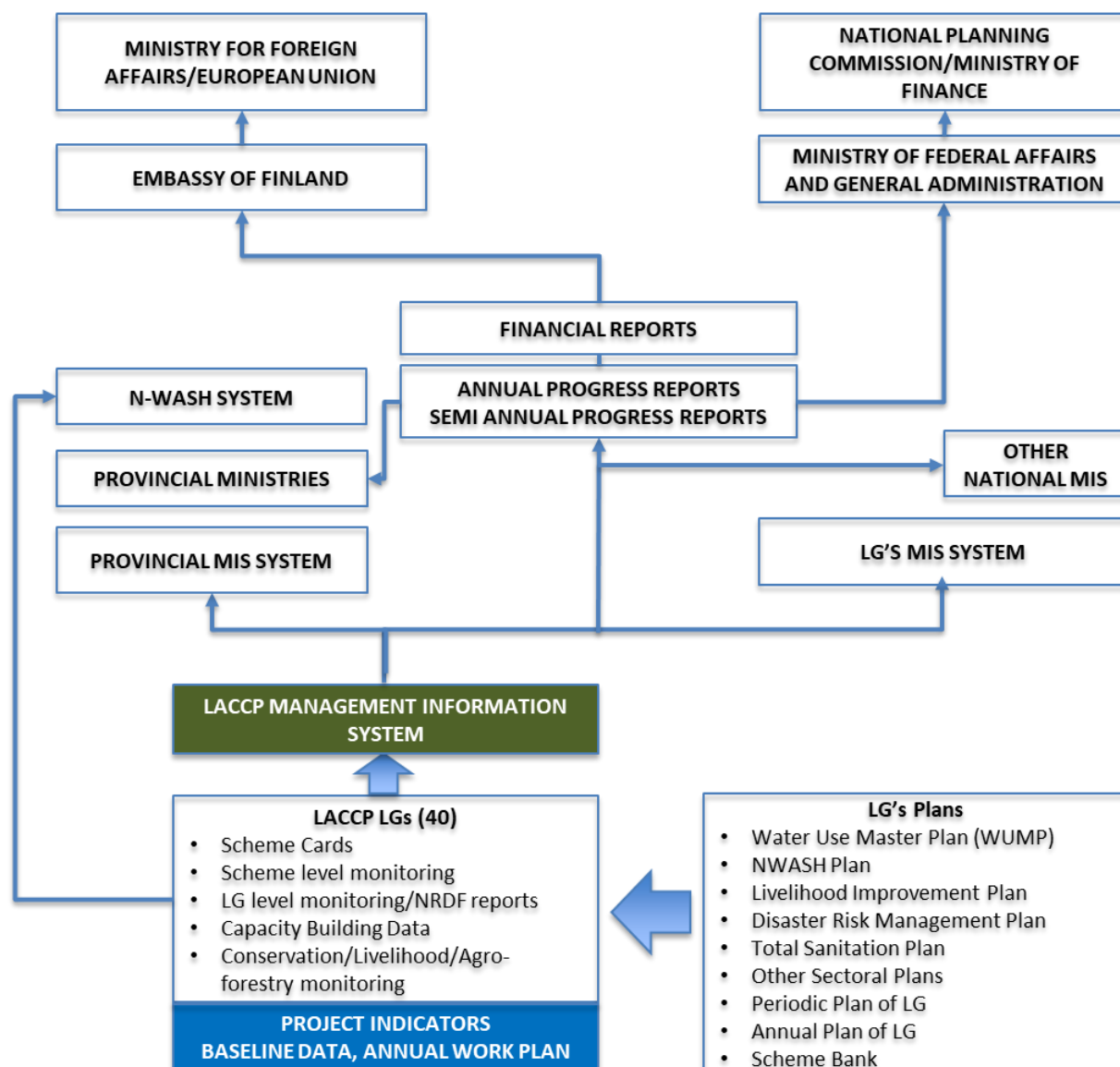


Figure 4 Monitoring and Flow of Information

7.2. Monitoring at Different Levels

M&E of project activities will be carried out at different levels from community to project level as described below. In addition to the recommended minimum monitoring visits, ad hoc supervision/follow up visits will be carried out by PCO and PSU. Report of each monitoring visit should be submitted to LG through PMC. PMC will also include the findings of each monitoring visit in monthly report to PSU. The reports of monitoring visits should be made available to MoFAGA and the Project when requested.

Table 12 Monitoring at different levels

Level of monitoring	Frequency of monitoring	Description
Central level	Minimum two field visits per year by central level authorities	High level officials from MoFAGA, the EU and MFA Finland will independently monitor the project activities. The team will provide report of findings to MOFAGA and the Supervisory Board. A copy of the findings of the monitoring will be provided to the Project Support Unit. Progress review meeting will be organized between Federal department and the Project in every trimester before submitting trimester progress report to the Ministry. LACC Project will contribute to the central level MIS system for regular tracking of information from the LG/province level in an annual basis.
Project level	At least twice a year coordination & monitoring visits; Regular monthly reporting	LACC Project/PSU independently monitors the LG project activities to facilitate and ensure the Step-by-Step procedure and implementation guideline including fund flow at least twice a year by visiting project LGs. The team will discuss with PMC and give recommendations for further improvement of the project. Findings report will be forwarded to MoFAGA/Supervisory Board, and LG/PMC.
LG level	Annual	A team comprising of PCO/LG/Project representatives or as decided by PMC will monitor LACC Project activities on annual basis. The information collected during the visit will be utilized for annual performance evaluation of the LG.
Scheme level	At least 3 visits during the implementation of the schemes in all type of schemes	Schemes will be closely monitored by the users, Ward Committees on regular basis as they are very close to their schemes. In addition, a monitoring team comprised of LACC Project cluster level support unit and LG will monitor the schemes at the various critical stages. The critical stage of monitoring is identified and mentioned in step-by-step manual. The findings of each monitoring visit should be validated by UCs and to be recorded in UC register.

Scheme Level Monitoring

Step-by-Step Manuals and the individual scheme-monitoring formats (as Scheme Monitoring Books) will serve as the main basis for scheme level monitoring. The aspects to be monitored and the methods/techniques applied during each monitoring visit are provided in the Monitoring and Evaluation Format. Scheme level monitoring costs are to be covered from the NRDF. Findings of scheme level monitoring will be linked to the Project MIS and the progress data shall be utilized for reporting purpose.

Table 13 Appropriate time of various monitoring visits for different schemes

#	Description	Desired time for Monitoring
1	Preparatory Phase of individual scheme (First Visit)	During Community Action Plan approval: At the same day of mass meeting when layout of the scheme, training, design and BoQ and community action plan.
2	Implementation Phase of individual scheme (Second Visit)	After collection of local materials and procurement of non-local materials: Visit should be made after the procurement/collection of construction materials by the UC, which takes place after the first instalment for construction of scheme from the LG.
3	Implementation Phase of individual scheme (Third Visit)	During post construction seminar (after completion of scheme): This visit is to make to ensure the completion of all proposed activities of implementation phase (including quality of construction works, bookkeeping, store management, quality of training, transparency/public audit and Step-by-Step follow up).

NRDF Monitoring

NRDF will be monitored by the project monitoring team (PSU/PCO Account Section Officers) and report to LG/PMC/PSU/PCO) minimum two times a year. The presence of PCO representative will be encouraged, however, their absence from the monitoring team will not hinder regular monitoring by the PSU team.

7.3. Monitoring Teams

Local Government Level Monitoring

LG level monitoring is carried out once in a year and is linked to annual performance evaluation of the project implementation unit of local government (LGU) staffs and the LG. Various stakeholders should take part in LG level monitoring (visits) of the Project. It is highly recommended that Monitoring Team include at least one female member, if at all possible, specially to collect information from women of the community. For to ensure the Step-by-Step approach and quality of project activities, the monitoring team will be composed as below.

Table 14 Composition of local level monitoring team

Stakeholders	Recommended team members
Province Project Coordinator & PCO	Province Project Coordinator or designated staff from PCO, Ministry of Physical Infrastructure Development (Sudurpashchim)/ Ministry of Water Resources and Energy Development (Karnali)
LACC Project	TA Advisor or NRM Expert One of the PSU specialists/ Engineer
LG	LG Chairperson and CAO LG level monitoring committee, led by Vice chairperson, and other PMC members LACC Project, Project Officer and LGU staff (as facilitator)

Scheme Level Monitoring

Monitoring Task force formed at LG level having at least one PMC member is responsible for scheme level monitoring. Considering the frequency of the monitoring visits, the scheme level monitoring will be made more participatory. The monitoring team is recommended to be composed as below.

Table 15 Composition of scheme level monitoring team

Stakeholders	Recommended team members
LG/PMC	Monitoring task force chair At least one PMC member or any person assigned by PMC At least one technical staff (preferably officer level) from Local Government Executive office Other members as per requirement
LG Ward	Ward Chairperson Ward members of respective ward
LACC Project	TA Advisor or NRM Expert or Technical Officer PSU representative, If needed

PMC will plan all the monitoring visits in advance and invite the members with enough time margins so that the team members can manage the field trip.

Field Monitoring Reports

All the field monitoring reports will be prepared at the spot of monitoring and signed by all the visiting members. The findings of the monitoring will be presented to the beneficiaries, and the key recommendations will be written in respective minute book of beneficiaries (e.g. UC Register Book). The monitoring teams are requested to check these recommendations by the previous team before proceeding further in their task.

All the reports will be submitted to PMC of respective LG. After LG level monitoring brief workshop on findings will be organized to PMC for further action. Summarized report of field monitoring will be forwarded to PSU.

7.4. Management Information System

The Management Information System (MIS) in LACC Project is designed to ensure timely, reliable, and disaggregated data collection, analysis, and reporting across all project components. It supports adaptive management, results-based planning, and evidence-based decision-making at LG and LACC Project cluster, and PSU levels. LACC Project MIS is a hybrid system combining mobile-based field data collection with centralized digital reporting and visualization. Using web-based and mobile based data collection methods, MIS system will allow the user to have real-time data visualization for the effective and efficient use of data disposal.

ActivityInfo Web Dashboard acts as the centralized MIS platform for LACC Project, covering data aggregation, monitoring, analysis, and visualization. In the centralized ActivityInfo system of, users have access to information of the project progress, beneficiary reach and financial progress vs project outcomes and output level progress.

Objectives of MIS

- Systematically track progress against LACC Project outputs, outcomes, GEDSI-sensitive and other crosscutting indicators.
- Generate real-time, quality-assured data for planning, budgeting, and monitoring.
- Integrate field data with a centralized system (ActivityInfo) for effective and efficient reporting and visualization.
- Promote transparency, accountability, and learning towards LACC Project partners and LGs.

MIS Field Data Collection Tools

Field-level data collection combines paper-based and digital tools based on the nature of activities.

Paper-Based Tools (only for qualitative data): Focus Group Discussions and questionnaires may be filled manually and later digitized and uploaded to the MIS.

Digital Tools (ActivityInfo web page and mobile applications): Scheme cards, structured surveys (baseline, endline, household profiling, diagnostics) and for regular reporting of activities, outputs, and events by LGUs and TA teams in LACC Project clusters. Regular SBS monitoring data is recorded in field monitoring books and entered into ActivityInfo.

Roles and Responsibilities

Project Support Unit (PSU):

- MIS Officer leads the overall design, implementation, troubleshooting, and capacity-building of the MIS.
Ensures quality control, consistency, and integrity of data across clusters and components.

Cluster-Level Technical Support Units (TSUs):

- Responsible for data cleaning, verification, technical inputs and ensuring data consistency with project indicators. Specific data collection forms will be authorized for the data collection and verification tools.
- Facilitate data input into ActivityInfo

Local Government WASH and Environment Units and other Local Government Project Implementation Units (LGUs):

- Data collectors at the field/community level using Activity mobile tools.

Data Flow Process

1. Field Data Collection:

LACC Project has one MIS database system in ActivityInfo. Data collection is carried out by LGUs, TA teams, interns and/or short-term service providers using ActivityInfo mobile or web applications. Activity level capacity building event except mass event must be recorded into Capacity Building Forms and Data Collection Forms.

2. Verification:

Cluster Support Units and PSU verify data for accuracy, completeness, and compliance with indicator definitions, which will be further analyzed in PSU for final reporting.

3. Uploading and storing:

Before data utility, verification in the source data is made and utilize the data of ActivityInfo visualization dashboard. The dashboard is real time progress tracking system.

4. Analysis and reporting:

PSU MIS Officer and other thematic experts analyze the data and generate reports for semi-annual and annual reports, and donor-level reporting.

Data Quality Assurance

- Use of pre-tested digital forms with built-in validation checks
- Regular refresher training for data collectors/enumerators and LGU staff
- Periodic cross-checks, audits, and triangulation of data by TSUs and PSU
- Disaggregation of data by gender, disability, ethnicity, age, and geographic area to uphold GEDSI commitments

Capacity building and technical support

- Ongoing in-person and virtual orientation and coaching to LGUs and TA teams on using ActivityInfo web and mobile applications
- Development of user manuals, indicator reference guides, and tutorials for users
- On-demand troubleshooting and monitoring visits by the LACC Project MIS Officer and other experts

Integration and linkages

- Where applicable, MIS outputs will be aligned with local government reporting systems and national frameworks (e.g., NWASH-MIS).
- Spatial data (e.g., catchment delineation, climate hazard locations, water source locations, forest plots, WASH coverage) will be integrated using GIS tools.

Use of MIS for Learning and Adaptation

- LG-level bi-monthly review and planning meetings, Cluster-level Review and Reflection Meetings, Project Internal Coordination Meetings (ICMs), and other Annual Learning & Sharing Events will utilize MIS dashboards and analytics.
- Based on the review and user experiences, MIS planning and strategy refinement can be done adapting to the results of the review
- GEDSI, total sanitation, livelihoods, DRM, ICS, and water supply service level will be tracked through tailored sub-forms and dashboards.

Sustainability and Transition

- A handover strategy will be developed to transition the MIS data to provincial or local government systems post-project.
- Documentation of lessons learned, tools, and manuals will support institutional memory and future scaling.

8 SOCIAL & FINANCIAL SAFEGUARDS

The LACC Project prioritizes inclusive, equitable, and transparent rural development through climate resilient natural resource management (NRM). This chapter outlines the social and financial safeguard provisions to be integrated across all stages of planning, implementation, and monitoring. These safeguards guide Local Governments—the primary implementing agencies in ensuring that LACC project interventions in water supply, MUS, irrigation, agriculture, forestry, DRM, ICS, IWM, and cooperatives are just, accountable, inclusive, and sustainable. The LACC Project TA team provides technical backstopping throughout the process.

Guiding Principles of Social Safeguards

- **Do No Harm:** Avoid social, environmental, or economic harm to any group, particularly marginalized communities, including persons with disabilities.
- **Gender Equality and Social Inclusion (GEDSI):** Mainstream gender, caste, ethnicity, disability, and economic status to ensure equitable participation and benefit-sharing.
- **Evidence-Based Decision-Making:** Use disaggregated data (by sex, caste, ethnicity, disability, and location) in planning, monitoring, and resource allocation.
- **Free, Prior, and Informed Consent (FPIC):** Engage communities, especially Indigenous Peoples and vulnerable groups, meaningfully and transparently.
- **Human Rights-Based Approach (HRBA):** Uphold dignity, equity, and participation in all service delivery and governance processes.

Application of Social Safeguards Across LACC Project Sectors

- **Inclusive Users Committee (UC) Formation:** Ensure the meaningful participation of women, Dalits, Janajatis, persons with disabilities, and other excluded groups in decision-making structures.
- **Conflict Sensitivity and Resource Access:** Prevent or address conflicts over land, water, grazing, or forests through participatory mapping, FPIC, and collaboration with traditional institutions and local governments.
- **Culturally Sensitive Implementation:** Respect local customs, Indigenous values, and sacred sites in all project activities.
- **Protection from Sexual Exploitation, Abuse, and Harassment:** Enforce a zero-tolerance policy on SEAH with staff codes of conduct, awareness-raising, and confidential reporting mechanisms at UC, LG, and project levels.
- **Child Protection and Prevention of Child Labor:** Prohibit the involvement of individuals under the legal working age in construction or other project-related work and ensure all sites are safe for children.
- **Equal Pay for Equal Work:** Ensure non-discriminatory wages across all employment opportunities, including for VMWs, operators, and cooperative staff—especially for women, Dalits, and other marginalized groups.

Post-Implementation Safeguards

- Promote inclusive and accountable operation and maintenance (O&M) of infrastructure and services.

- Implement transparent benefit-sharing mechanisms in productive schemes.
- Institutionalize safeguard-friendly community bylaws, especially for post-construction management.

Addressing Social Norms, Taboos, and Barriers

- Identify and address harmful practices such as caste-based water restrictions, menstruation taboos, and gender-based mobility constraints.
- Facilitate dialogues with traditional leaders and stakeholders to promote inclusive behaviour change.
- Apply GEDSI-sensitive communication and participatory facilitation tools to promote social inclusion.

Accessibility and Disability Inclusion

- Ensure project infrastructure is physically accessible to persons with disabilities.
- Promote their representation in governance bodies and economic activities and address community stigma.

Social Audits and Participatory Monitoring

- Conduct regular social and public audits per the SBS Manual, ensuring community involvement.
- Use disaggregated data to monitor inclusion and adapt interventions as needed.

Core Principles for Financial Safeguards

- **Transparency and Accountability:** All financial processes must be auditable and open to public scrutiny.
- **Decentralized Compliance:** Align financial safeguards with local systems (e.g., SUTRA), the LACC Project Procurement Guideline, and national guidelines.
- **Value for Money:** Ensure cost-effectiveness and sustainability in procurement and service delivery.
- **Zero Tolerance for Corruption:** Apply strong internal controls and community oversight to prevent misuse of funds.

Financial Management Measures

- **Scheme/Activity-Based Budgeting:** All activities must be reflected in localAWPs.
- **Community Fund Oversight:** UCs must maintain proper ledgers, conduct public audits, and follow community procurement guidelines.
- **Capacity Development:** The TA team supports Local Government and UC training on public financial management and compliance.

Step-by-Step Approach to Safeguards in Planning, Implementation, and Monitoring

- **Planning:** Conduct inclusive vulnerability assessments, disaggregated data analysis, and safeguard risk screening.

- **Implementation:** Apply GEDSI-sensitive design, prevent conflicts, ensure labor compliance, and meet environmental standards.
- **Monitoring:** Track safeguard indicators, conduct social and financial audits, and document grievance resolution.

Grievance Handling Mechanism (GHM)

- The LACC Project maintains a multi-tiered grievance mechanism to address social and financial complaints promptly and transparently.
- At the **UC level**, grievances are first addressed via phone, written complaints, UC meetings, or a designated focal person.
- If unresolved, complaints escalate to the **Local Government level**, where the WASH and Environment Unit's LACC Project Officer and the Justice Committee (led by the Vice Chair) manage formal redress processes.
- Cases involving systemic issues or TA team concerns are escalated to **the Project Support Unit (PSU)** in Surkhet, which maintains a grievance registry, coordinates investigations, and collaborates with provincial and federal authorities.
- All grievances are tracked, addressed within a specified timeframe, and documented for learning and system improvements. Reports are submitted through the MIS and included in periodic progress reporting.

Roles and Responsibilities

- Local Governments lead implementation, ensure safeguard integration, facilitate inclusive participation, and manage the GHM.
- Users Committees (UCs) support inclusive decision-making, manage transparent finances, conduct public audits, and handle first-level grievances.
- The LACC Project Support Unit (PSU) in Surkhet and Cluster-level Technical Units offer capacity-building and technical support to LGs and UCs. They also oversee safeguard compliance, document progress, and coordinate with provincial stakeholders to resolve policy-level bottlenecks.
- Ward Offices and Community-Based Organizations engage marginalized groups, support local monitoring, and help resolve grievances.

Monitoring and Reporting

- Social and financial safeguard indicators are integrated into the project's SBS framework and monitoring system.
- Disaggregated data is regularly collected and analysed to assess GEDSI outcomes.
- Public audits are conducted as per SBS guidance, with a focus on meaningful stakeholder participation.
- Safeguard reports from Local Government Units and Cluster Teams are compiled and submitted to the PSU in Surkhet.

9 VISIBILITY AND COMMUNICATIONS

LACC Project follows the EU guidelines “*Communicating and raising EU visibility: Guidance for external actions*”, which also forms the basis for LACC Project Communications and Visibility Strategy and Action Plan. The Strategy and Action Plan include more detailed guidelines on LACC Project communications and visibility matters, while ensuring that the communication and visibility efforts align with the LACC Project objectives and effectively support the project’s implementation.

Visibility and communicating actively on LACC Project activities, progress and impact is essential for the Project. To ensure brand consistency and unified appearance, LACC Project logo, defined colours, and templates provided by PSU should be used. All LACC Project materials must adhere to the LACC Project Branding and Visual Guidelines, which is an annex to the LACC Project Communications and Visibility Strategy and Action Plan. The Guidelines serve as a comprehensive guide and should be consulted for detailed specifications.

In all materials produced by LACC Project, the LACC Project logo will be placed in a visible place. Funders, GoN, the EU, and GoF, are acknowledged by using appropriate logos wherever the project is implementing activities, having its schemes, organizing events and/or is being present in other ways. This includes produced materials, office stationeries, infrastructure, promotional products, and vehicles, in order to acknowledge the funders and as a basic rule of transparency.

LACC Project will pay special attention to show visibility on scheme level. The project schemes and activities in the communities will have LACC Project information board with relevant project information and the funders’ logos as acknowledged. These boards should be displayed in prominent places in the communities. The funders’ logos are enjoying an equally prominent place and size compared to each other. Similarly, the logo of technical implementor Cowater International will be placed in a visible place. Instructions on the placement and use of logos described in more detail in the LACC Project Communications and Visibility Strategy and Action Plan and its Annexes.

References:

- PIM Ref 18. LACC Project Communications and Visibility Strategy and Action Plan (2025)
- PIM Ref 32. Communication and Visibility Guidelines, RVWRMP (2016)
- PIM Ref 33. Communication & Visibility: Strategy & Action Plan for SUSWA, SUSWA (2022)
- PIM Ref 34. Communicating and raising EU visibility: Guidance for external actions, the European Union (2022)
- PIM Ref 71. Strategic Communications Plan, TECSES (2025)



Figure 5 Logos – LACC Project, funders and Cowater

EU Disclaimer

The EU is not responsible for the contents of communication materials related to EU-funded or co-funded actions prepared by implementing partners, all of which must include a standard disclaimer, translated into (the) local language(s) where appropriate. The Strategy and Action Plan and the LACC Project communications team at PSU provide more information on the use of the disclaimer when needed.

Disclaimer is the following:

“This publication was co-funded by the European Union. Its contents are the sole responsibility of the LACC Project and do not necessarily reflect the views of the European Union.”

Public Communication and Advocacy

One of the communication objectives is to ensure that the beneficiary population is aware of the roles of the partner and of the EU in the activity and raise awareness on how the LACC Project works together to support local communities to adapt to the impacts of climate change and environmental changes, aiming to secure livelihoods and improve living conditions while promoting GEDSI principles as a cross-cutting approach. Therefore, special attention should be made on communications and visibility at municipality level.

The local media should be invited frequently to cover the local achievements and impact of the actions. In addition, the Project is communicating to wider audience in Nepal as well as to international audience in Finland and elsewhere when relevant.

Campaigning towards the LACC Project objectives an essential part of communications activities. This includes raising awareness on Project issues for instance related to GEDSI and HRBA and conducting behaviour change communication (BCC) activities. Awareness raising on topics relevant for LACC Project should be done on community (ward/ cluster), LG, and other relevant levels, as defined in the LACC Project Communications and Visibility Strategy and Action Plan

Knowledge Management

One important aspect of capacity building of different stakeholders of the Project is transferring of knowledge from the Project to communities, LGs, and provincial and federal authorities. This will be ensured by developing effective knowledge sharing and communications platforms, systems, materials, and practises that fit for the purpose and communications objectives.

More detailed guidelines and instructions are provided in the **LACC Project Communications and Visibility Strategy and Action Plan (2026)**.

Table 16 Knowledge Management in the Project

Type of communication	Target audience	Objective	Tools	Indicators
Public communication and advocacy	International and	Sharing actively on the implementation, impact and	Social media, information and research	Number of published articles, publications, media sentiment

	national stakeholders	lessons learnt of the Project, creating positive publicity for cooperation between Finland and Nepal and the EU	publications, websites, newspapers and other media articles, radio, television, overall media in Finland and Nepal and internationally elsewhere, human-interest stories and photo essays that showcase the personal impact of the project	analysis (key messages from the project appearing in media coverage) engagement level and growth in social media and website etc.
Campaigning toward the LACC Project objectives	Community members, public authorities, political leaders and journalists in local, provincial and federal levels	Supporting empowerment through understanding and of HRBA and GEDSI, Raising awareness on CCA and DRM issues, affecting behavioural change and building support for project activities	Encouraging newspaper articles on issues by sensitizing journalists, collaborating with radio and television for publicity, printed materials, community activities in connection of festivals, use of traditional methods like street drama or folk songs to convey messages, use of murals in public spaces etc.	Number and accuracy of posters, events, radio programs, visuals etc. produced, knowledge, attitude and practices (KAP) surveys before and after project activities
Knowledge Management	Project staff, local communities, LGs, provincial governments, federal government	Avoiding loss of gained knowledge, making information easily available to all relevant stakeholders internally and externally, transferring knowledge from Project to local communities, LGs, provincial and federal governments, to document best practices as well as failures and lessons learned	Development and active use of LACC Project website and social media channels, supporting in developing social media channels on LG level where applicable, producing comprehensive, accurate and fit for purpose knowledge management systems such as MIS, internal and external knowledge sharing processes, produce case studies, how-to-guides, and conduct regular lessons learned workshops with project staffs and partners	Functioning and active MIS system and communications platforms

Visibility	All stakeholders	Increase visibility of the Project, give recognition to the funding agencies	Logos added in all produced materials, production of promotion materials, event branding for project events, branded materials for staff and community members, branding in construction sites, and signboards	Number and quality of produced promotion materials, adherence of the materials produced to the communications and visibility guidelines of the LACC Project
Community and Stakeholder Dialogue	Local community members, local leaders, community-based organizations and local governments	To gather feedback, suggestions, and grievances from the community, ensure project's responsiveness to community needs and concerns, build trust, manage expectations and community ownership of the project	Community feedback and response mechanism (e.g. suggestion boxes, public meetings), dialogues sessions	Number and quality of feedback items received, evaluation on how project activities have been adjusted based on community feedback, level of participation

PIM ANNEX DOCUMENTS

- PIM Annex 1. LACC Project Contribution Pattern for NRDF-Supported Activities at Local Level (2025)
- PIM Annex 2. LACC Project Community Procurement Guideline (2025)
- PIM Annex 3. LACC Project Local Government Unit Human Resources Selection and Mobilization Guideline (2025)
- PIM Annex 4. LACC Project SBS Chart – Forest Management (2025)
- PIM Annex 5. LACC Project SBS Chart – Agroforestry and Livelihood (2025)
- PIM Annex 6. LACC Project SBS Chart – Value chains and Cooperatives (2025)
- PIM Annex 7. LACC Project SBS Chart – Water Supply, Irrigation and MUS (2025)
- PIM Annex 8. LACC Project MoFAGA and Local Government MoU template (2025)
- PIM Annex 9. LACC Project MoFAGA and Province Government MoU template (2025)

LIST OF REFERENCES

PIM reference documents produced by LACC Project:

- PIM Ref 1. Agreement between GoF and GoN on the Co-operation in LACC Project (2024)
 - PIM Ref 2. LACC Project Project Document (2024)
 - PIM Ref 3. LACC Project Operational Guideline (Karyabidhi) (2025)
 - PIM Ref 4. LACC Project Step-By-Step Manual – Forest Management (2025)
 - PIM Ref 5. LACC Project Step-By-Step Manual – Agroforestry and Livelihood (2025)
 - PIM Ref 6. LACC Project Step-By-Step Manual – Value chains and Cooperatives (2025)
 - PIM Ref 7. LACC Project Step-By-Step Manual – Water Supply, Irrigation and MUS (2025)
 - PIM Ref 8. LACC Project Scheme Monitoring Book – Forest Management (2025)
 - PIM Ref 9. LACC Project Scheme Monitoring Book – Agroforestry and Livelihood (2025)
 - PIM Ref 10. LACC Project Scheme Monitoring Book – Value chains and Cooperatives (2025)
 - PIM Ref 11. LACC Project Scheme Monitoring Book – Water Supply, Irrigation and MUS (2025)
 - PIM Ref 12. LACC Project Scheme Monitoring Book – Toilet and Sanitation Infrastructure (2025)
 - PIM Ref 13. LACC Project Scheme Monitoring Book – IWM, ICS, SP, Conservation Activities, DRM (2025)
 - PIM Ref 14. LACC Project Climate-Smart Agriculture and Home Garden Management Handbook (2025)
 - PIM Ref 15. LACC Project Climate-Smart Agriculture Training Manual (2025)
 - PIM Ref 16. LACC Project Annual Planning Process with Inclusive Tole Development Proposal (2025)
 - PIM Ref 17. LACC Project GEDSI and HRBA Strategy and Action Plan (2025) (*in process*)
 - PIM Ref 18. LACC Project Communications and Visibility Strategy and Action Plan (2025) (*in process*)
- Other PIM reference documents useful for project implementation:
- PIM Ref 19. Agri-Business Support Guideline, RVWRMP (2019)
 - PIM Ref 20. Agroforestry System and Practices in Nepal, Agriculture and Forestry University, Faculty of Forestry (2018)

- PIM Ref 21. Approaches to Sustainable Agriculture, IUCN (2020)
- PIM Ref 22. Appropriate Design of Small-Scale Hill Irrigation Structure, Irrigation Feasibility Study and Construction Quality Program, Department of Water Resources and Irrigation, GoN (2020)
- PIM Ref 23. Bioengineering Techniques Handbook, USAID BHAKARI (2022)
- PIM Ref 24. Bioengineering Manual, SUSWA (2025)
- PIM Ref 25. Booklet, Plantation toolkit, Department of Forests and Soil Conservation, GoN (2022)
- PIM Ref 26. Climate Change Adaptation and Disaster Risk Reduction' Component Concept Paper, RVWRMP (2019)
- PIM Ref 27. Climate Resilient Water Safety Plan Guideline, DWSSM/GoN (2017)
- PIM Ref 28. Climate-Smart Agriculture Technologies and Practices in Nepal, South Asian Association for Regional Cooperation (SAARC) Agriculture Centre (2022)
- PIM Ref 29. Convention on the Rights of Persons with Disabilities, United Nations Convention on the Rights of Persons with Disabilities (2006)
- PIM Ref 30. Conservation landscapes of Nepal, Ministry of Forest and Soil Conservation, GoN (2016)
- PIM Ref 31. Constitution of Nepal (2072 BS, Second Revision 2077 BS)
- PIM Ref 32. Communication and Visibility Guidelines, RVWRMP (2016)
- PIM Ref 33. Communication & Visibility: Strategy & Action Plan for SUSWA, SUSWA (2022)
- PIM Ref 34. Communicating and raising EU visibility: Guidance for external actions, the European Union (2022)
- PIM Ref 35. Community Forest Development Guideline, Ministry of Forest and Soil Conservation, GoN (2065 BS)
- PIM Ref 36. Design Guidelines for Community Based Gravity Flow Rural Water Supply Schemes: DWSSM, GoN (1-12 Volumes) (2002)
- PIM Ref 37. Dhara Vikas Handbook-A User Manual for Springshed Development to Revive Himalayan Springs, UNDP (2017)
- PIM Ref 38. Forest fire management strategy, Ministry of Forest and Soil Conservation, GoN (2010)
- PIM Ref 39. Forest development guideline, Ministry of Forest and Environment, (2082 BS)
- PIM Ref 40. Gender Responsive Budget, MoF/GoN (2008)
- PIM Ref 41. Gender Responsive Budget Localization Strategy, MoFAGA (2072 BS)
- PIM Ref 42. Grey Water Management Manual, SUSWA (2024)
- PIM Ref 43. Guidance Note on Applying Leave No One Behind Principle, UN Women (2020)
- PIM Ref 44. HRBA and GESI Strategy and Action Plan, RVWRMP and RWSSP-WN (2015)
- PIM Ref 45. Human Rights and Gender Equality, Disability and Social Inclusion Strategy and Action Plan, SUSWA (2023)
- PIM Ref 46. Interim Benchmark for Solid Biomass Cookstoves (NIBC), AEPC/GoN (2016)
- PIM Ref 47. Integrated Strategic Plan for National Forest (2081-2100), Ministry of Forest and Environment, GoN (2081 BS)
- PIM Ref 48. Leasehold Forest Policy, Ministry of Forest and Soil Conservation, GoN (2002)

- PIM Ref 49. Local Disaster and Climate Resilient Framework Planning Guideline, National Disaster Risk Reduction Management Authority, GoN (2081 BS)
- PIM Ref 50. Local Government Operation Act, Nepal (2074 BS)
- PIM Ref 51. Ma Le Pa Forms, Financial Comptroller General Office (2076 BS)
- PIM Ref 52. MUS Design Guideline, SUSWA (2023)
- PIM Ref 53. National Drinking Water Supply Water Quality Standards, DWSSM/GoN (2019 Revision)
- PIM Ref 54. National Framework on Local Adaptation Plans for Action, Ministry of Environment, GoN (2010)
- PIM Ref 55. National Guideline for WUMP, GoN (2073 BS)
- PIM Ref 56. Nepal Photovoltaic Quality Assurance, AEPC/GoN (2015)
- PIM Ref 57. Operational Guidelines of the Ministry of Finance, Nepal (2081 BS)
- PIM Ref 58. Post Construction Manual, RVWRMP (2018)
- PIM Ref 59. Project Implementation Guidelines, RVWRMP Phase III (2018)
- PIM Ref 60. Project Implementation Manual, Department of Irrigation, GoN (2008)
- PIM Ref 61. Rapid Assessment of Agriculture Value Chains, GRAPE (2022)
- PIM Ref 62. Recharge Ponds Handbook, Department of Local Infrastructure Development and Agricultural Roads, Ministry of Federal Affairs and Local Development, GoN (2013)
- PIM Ref 63. Renewable Energy Subsidy Policy, Nepal, Ministry of Population and Environment (2073 BS)
- PIM Ref 64. Rights of Persons with Disability Act, Nepal (2074 BS)
- PIM Ref 65. Roadside Bio-engineering Book, GoN/DoR (1999)
- PIM Ref 67. School WASH Procedure, Ministry of Education, Science, and Technology, GoN (2074 BS)
- PIM Ref 68. Spring Shed Management Manual, SUSWA (2023)
- PIM Ref 69. States of Nepal's Forest, Department of Forest Research and Survey/GoN (2015)
- PIM Ref 70. Step by Step Manual for DWS, Irrigation and MUS, RVWRMP (2019)
- PIM Ref 71. Strategic Communications Plan, TECSES (2025)
- PIM Ref 72. Sustainable Forest Management Resource Book, Worldwide Fund for Nature (WWF) Nepal (2020)
- PIM Ref 73. The Agenda for Sustainable Development, Sustainable Development Goals (SDGs), the United Nations (2015)
- PIM Ref 74. Total Sanitation Monitoring Protocol, SUSWA (2024)
- PIM Ref 75. Total Sanitation Training Manual (Nepali), SUSWA (2024)
- PIM Ref 76. Total Sanitation Guideline, National Sanitation and Hygiene Committee, Nepal (2017)
- PIM Ref 77. Towards Climate Resilient Agriculture in Nepal for small holder farmers, ICIMOD, GRID-Arendal (2024)
- PIM Ref 78. Training Manual on Solar Irrigation Pumps, AEPC/GoN (2023)
- PIM Ref 79. Training Manual, Solar PV Pumping System, AEPC/GoN (2014)

Other documents relevant for LACC Project:

Agroforestry Programme Implementation Procedural Guideline, Ministry of Forest and Environment, GoN (2073 BS)

Agroforestry Systems and Practices in Terai and Mid-Hills of Nepal, Ministry of Forest and Environment, Forest Research and Training Center, Babarmahal, Kathmandu (2019)

Building Act, Nepal (2055 BS)

Climate Change Reduction and Adaptation National Action Plan (2080-2087), Ministry of Forest and Environment, GoN (2080 BS)

Community Forestry Guideline, Forest and Soil Conservation Department/GoN (2081 BS)

Design Guidelines, Urban Water Supply and Sanitation (Sector) Project, PMO, Panipokhari, Kathmandu (2021)

Disaster Risk Reduction and Management Act, 2074 BS, and Disaster Risk Reduction and Management Rules, 2076 BS, Nepal (2019)

Disaster Risk Reduction National Strategic Action Plan (2018-2030), Nepal (2075 BS)

Environment Conservation Act, Nepal (2076 BS)

Environment Conservation Regulation, Nepal (2077 BS)

Environment Friendly Local Governance Framework, MoFAGA (2021)

Financial Procedural Guideline and Fiscal Accountability Act, Nepal (2076 BS)

Financial Procedural Guideline and Fiscal Accountability Regulation, MoF/GoN (2077)

Forest Act, Nepal (2076 BS)

Forest Regulation (First Revision), Nepal (2080 BS)

Forest Sector Strategy, Nepal (2016-2025), Ministry of Forest and Soil Conservation, GoN (2016)

Gender and Social Inclusion Strategy and Action Plan, High Value Agriculture Project in Hill and Mountain Areas (HVAP), International Fund for Agriculture Development (IFAD), GoN (2012)

GESI Strategy and Action Plan on Climate Change, Ministry of Forest and Environment, GoN (2077 BS)

GESI Strategy and Action Plan, Agricultural Sector Development Programme/GoN (2021)

Gender Equality and Social Inclusion Policy, National Human Rights Commission of Nepal (2021)

GoN Salary Scale (2079 BS)

Governance (Management and Operation) Regulation, GoN (2065 BS)

Guidance for using the IUCN Global Standard for Nature-based Solutions, IUCN (2020)

High Mountains and High Himal Forests of Nepal, Ministry of Forest and Environment, GoN (2022)

Irrigation Master Plan, Nepal DoWRI/GoN (2019, updated in 2024)

Irrigation Policy, Nepal (2060 BS)

Karnali Province Forest Regulation, Karnali Province Government, Nepal (2080 BS)

Land Use Policy, Nepal, MoLRM/GoN (2015)

Land Use Regulation, Nepal (2079 BS)

Local Disaster Risk Reduction Strategic Action Plan Preparation Guideline, Godawari Municipality, 2021-2031, GoN (2078)

National Adaptation Programme of Action (NAPA) to Climate Change, Ministry of Environment, GoN (2010)

National Adaptation Plan (NAP) (2021-2050), GoN (2021)

National Agro Forestry Policy, Ministry of Agriculture and Livestock Development, GoN (2019)

National Brihat Watershed Management Strategy, Ministry of Forest and Environment, GoN (2080 BS)

National Climate Change Policy, Nepal (2019)

National Environment Policy, Nepal (2076 BS)

National Forest Policy, Nepal, Ministry of Forest and Environment, GoN (2075 BS)

National Land Policy, Nepal, GoN (2075 BS)

National Policy for Disaster Risk Reduction, Ministry of Home Affairs, GoN (2018)

National Forest Conservation and Management Act, Karnali Province Forest Regulation, Karnali Province Government, Nepal (2078 BS)

National Water Supply, Sanitation and Hygiene Policy, Ministry of Water, GoN (2080 BS)

National Standards for Sustainable Forest Management, Ministry of Forest and Environment, GoN (2081 BS)

National Water Resource Policy, Ministry of Energy, Water Resources and Energy (2077 BS)

Nepal Biodiversity Strategy (2002)

Nepal's Long-term Strategy for Net-zero Emissions (2021)

Non-Timber Forest Products Policy, GoN (2061 BS)

Province Environment Conservation Act, Karnali Province Government (2077 BS)

Province Environment Conservation Regulation, Karnali Province Government (2077 BS)

Public Procurement Regulation, Nepal (2064 BS)

Renewable Energy Subsidy Policy, Ministry of Population and Environment, Nepal (2073 BS)

Travel Expense Regulation (अमण खर्च नियमावली), GoN (2064 BS)

Vulnerability and Risk Assessment and Identifying Adaptation Options, Summary for Policy Makers, Ministry of Forest and Environment, GoN (2021)

Water Supply and Sanitation Act, Nepal (2022)

Water Resource Act, Nepal (2049 BS)

Water Resource Regulation, Nepal (2050 BS)

**PIM ANNEX 1. LACC PROJECT CONTRIBUTION
PATTERN FOR NRDF-SUPPORTED ACTIVITIES AT
LOCAL LEVEL**

PIM 2025 ANNEX 1 LACC PROJECT CONTRIBUTION PATTERN FOR NRDF-SUPPORTED ACTIVITIES AT LOCAL LEVEL

A. DWS/MUS (New/Rehabilitation)				
SN	Type of activities	Contribution		
		GoN-GoF/EU-Province	LG (Min)	Users (Min)
1	All capacity building activities	90%	10%	
2	Scheme Construction-Gravity	64%	15%	21%
3	Scheme Construction-Lift	64%	20%	16%
<p>Explanation: The total community contribution to the scheme cost is 21% (1% cash & 20% kind) for gravity scheme and 16% (1% cash & 15% kind) for lift scheme. Besides this, UC should contribute 1% to the Operation and Maintenance (O&M) fund. The community will provide in-kind contributions for 1) pipeline trench digging and filling for distribution system 2) unskilled labor for tap stands construction 3) unskilled labor for site clearances and foundation works 4) collection of local materials (stone, aggregate, wood etc.). If the calculated value of unskilled labor and local materials falls short of the required 20%, the remaining percentage will be covered by the cost of transmission line trench digging and filling or other heading. If the in-kind contribution exceeds 20%, the surplus amount will be collected and deposited into the O&M fund.</p>				
B. School Toilets, MHM and Total Sanitation related activities				
SN	Type of activities	Contribution		
		GoN-GoF/EU-Province	LG (Min)	Users (Min)
1	All capacity building activities	90%	10%	
2	Scheme Construction-Institutions/Public	66%	34%	
3	Scheme Construction -Community	66%	20%	14%
<p>Explanation: The total LG and community contribution to the scheme cost is 34% as minimum. LG, beneficiaries, and school shall fix their share, out of 34%.</p>				
C. Point Source Improvement/Source Protection				
SN	Type of activities	Contribution		
		GoN-GoF/EU-Province	LG (Min)	Users (Min)
1	All capacity building activities	90%	10%	
2	Scheme Construction	70%	15%	15%
<p>Explanation: The total community contribution to the scheme cost is 15%. The community will provide in-kind contributions through local materials and unskilled labor. If the calculated value of unskilled labor and local materials falls short of the required 15%, the remaining percentage will be covered by the cost of transporting non-local materials. If the in-kind contribution exceeds 15%, the surplus amount will be collected and deposited into the O&M fund.</p>				

D. Irrigation (Canal, Pond) (New/Rehab)				
SN	Type of activities	Contribution		
		GoN-GoF/EU-Province	LG (Min)	Users (Min)
1	All capacity building activities	90%	10%	
2	Scheme Construction-Gravity	64%	15%	21%
3	Scheme Construction-Lift	64%	20%	16%
<p>Explanation: The total community contribution to the scheme cost is 21% for gravity and 16% for lift scheme, consisting of 1% in cash for both types. In addition, NRs. 200 per Ropani will be collected as the Operation and Maintenance (O&M) fund. The community will provide in-kind contributions through local materials and unskilled labor. If the calculated value of unskilled labor and local materials falls short of the required 20% or 15%, the remaining percentage will be covered by the cost of transporting non-local materials or other headings. If the in-kind contribution exceeds 20% or 15%, the surplus amount will be collected and deposited into the O&M fund.</p>				
E. Micro-Irrigation Technology (Drip, Sprinkler, Soil Cement Tank)				
SN	Type of activities	Contribution		
		GoN-GoF/EU-Province	LG (Min)	Users (Min)
1	All capacity building activities	90%	10%	
2	Drip and Sprinkler	64%	20%	16%
3	Soil Cement Tank	59%	20%	21%
<p>Explanation: The total community contribution to the scheme cost is 21% for soil cement tank and 16% for drip and sprinkler irrigation, drip and sprinkler, including 1% in cash. The community will provide in-kind contributions through local materials and unskilled labor. If the calculated value of unskilled labor and local materials falls short of the required 21% and 16%, the remaining percentage will be covered by the cost of transporting non-local materials or other headings.</p>				
F. Plantation (Timber, NTFP/MAPs, Fodder, Grass, Shrubs, Fruits)				
SN	Type of activities	Contribution		
		GoN-GoF/EU-Province	LG (Min)	Users (Min)
1	All capacity building activities	90%	10%	
2	Tools and equipment	68%	20%	12%
3	Plantation-FUG	60%	20%	20%
4	Plantation-Public Area	68%	20%	12%
<p>Explanation: Community/CFUG shall contribute all unskilled labor costs related to forestry and agroforestry related activities of plantation. So, minimum 20% and 12% will be ensured from FUG and public area respectively. Similarly, cash contribution equivalent to 12% from community forest areas and other public/private areas shall contribute to the tools and equipment. However, seedlings and pits preparation of plantation shall be contributed from CFUG/community. Locally available seedlings shall be managed by community as kind contribution.</p>				

G. Forest Fire Management				
SN	Type of activities	Contribution		
		GoN-GoF/EU-Province	LG (Min)	Users (Min)
1	All capacity building activities	90%	10%	
2	Fire-line construction and maintenance	60%	20%	20%
3	Tools & equipment for forest fire control	68%	20%	12%
Explanation: Besides above-mentioned costs, community shall contribute to fire-line construction/maintenance and other labor work for forest fire management. Similarly, community contribution will be 12% for tools and equipment support for forest fire control.				
H. Grazing Control				
SN	Type of activities	Contribution		
		GoN-GoF/EU-Province	LG (Min)	Users (Min)
1	All capacity building activities	90%	10%	
2	Fencing in Grazing Control-Private and Public land	68%	20%	12%
3	Fencing for Grazing Control-FUG	60%	20%	20%
Explanation: Community contributions will be in form of labor contribution in the grazing control activity. Cost for all the external materials and their transportation shall be covered by NRDF. Users shall cover all the local materials and unskilled labor cost.				
I. Forest Caretaker, citizen science and conservation groups strengthening				
SN	Type of activities	Contribution		
		GoN-GoF/EU-Province	LG (Min)	Users (Min)
1	All capacity building activities	90%	10%	
2	Safety equipment and field kit	80%	20%	
J. Water Source Protection/Point Source Improvement/Treatment for water quality				
SN	Type of activities	Contribution		
		GoN-GoF/EU-Province	LG (Min)	Users (Min)
1	All capacity building activities	90%	10%	
2	Structures construction	68%	20%	12%
Explanation: Community contribution will be in form of labor. Cost for all the external materials and their transportation shall be covered by NRDF. Users shall cover all the local materials and unskilled labor cost.				

K. Act/Policy Development/Governance/Capacity Development/Plan Statute Preparation/Update				
SN	Type of activities	Contribution		
		GoN-GoF/EU-Province	LG (Min)	Users (Min)
1	All capacity building activities	65%	35%	
2	Expert's support	100%		
L. Multi-purpose Nursery Establishment/Strengthening				
SN	Type of activities	Contribution		
		GoN-GoF/EU-Province	LG (Min)	Users (Min)
1	All capacity building activities	90%	10%	
2	Tools and equipment	68%	20%	12%
3	Seeds	30%	20%	50%
4	Construction	50%	20%	30%
Explanation: Nursery Owner/Community/CFUG shall contribute 10% of required tools and external equipment in cash. As produced seedlings will be purchased by CFUG for Forestry and Agroforestry related activities, NDRF shall provide 50% of subsidy on seed purchase. In construction of multipurpose nurseries, local materials and labor shall be covered by the community/operator. Additionally, if multi-purpose nursery is inside technical schools, LG and UC contribution will be decided by PMC.				
M. Agroforestry (NTFP, Herbs, Fodder, Fruits, Grass, Citrus and agriculture crops)				
SN	Type of activities	Contribution		
		GoN-GoF/EU-Province	LG (Min)	Users (Min)
1	All capacity building activities	90%	10%	
2	Tools and equipment	68%	20%	12%
3	Seeds/Seedling	30%	20%	50%
4	Plantation	60%	20%	20%
5	Cultivation Activity	30%	20%	50%
Explanation: Community/CFUG shall contribute all unskilled labor costs related to agroforestry related activities. In addition, cash contribution is equivalent to 12% of tools & equipment. NDRF shall provide 50% of subsidy on seed purchase, Saplings shall be contributed from CFUG/community. In cultivation activities (like in Kiwi, dragon fruit cultivation supporting pillars) under agroforestry program, community shall provide all local materials (including local saplings, compost and filling soil) and labor in the construction work.				
N. Climate Smart Agriculture /Advance level Livelihood/Home Garden Practices				
SN	Type of activities	Contribution		
		GoN-GoF/EU-Province	LG (Min)	Users (Min)
1	All capacity building activities	90%	10%	
2	Tools and equipment	60%	28%	12%

**Local Adaptation to Climate Change Project
Contribution Pattern for NRDF Supported Activities at Local Level**

3	Seeds	30%	20%	50%
4	Green house and other construction	50%	50%	
5	Animal Shed improvement support	30%	20%	50%

Explanation:

Community/farmers shall contribute 12 % in cash for tools and equipment. In case of greenhouses and improved shed construction, all local materials and labor shall be covered by the users. Cost of the external materials and their transportation shall be covered by NRDF. In case of marginalized communities, women and Dalits agriculture group, PMC will decide the user contribution in those activities.

O. Waste water collection or Rainwater Harvesting for Irrigation or Recharge Pond

SN	Type of activities	Contribution		
		GoN-GoF/EU-Province	LG (Min)	Users (Min)
1	Waste water drainage/ponds/Recharge ponds/Rainwater Harvesting	50%	20%	30%

Explanation:

Community contributions will be in form of local materials and labor contributions. Cost for all the external materials and their transportation shall be covered by NRDF. Users shall cover all the local materials and unskilled labor costs.

P- Improved Cooking Stoves and Improved Water Mills

SN	Type of activities	Contribution		
		GoN-GoF/EU-Province	LG (Min)	Users (Min)
1	Improved Cooking Stoves-Mud	40%	30%	30%
2	Improved Cooking Stoves-metal & Electrical	50%	50%	
3	Improved Water Mills	65%	15%	20%

Explanation:

Community contributions will be in form of labor contributions for collection of mud and preparation of bricks. Cost of the external materials and their transportation shall be covered by NRDF. Users shall cover all the local materials and unskilled labor costs. In case of metal ICS and electrical, community may need to contribute in cash to cover up to 30% of total costs as per PMC decision. In Improved Water Mills, Community contributions will be in form of local materials and labor contributions.

Q. Disaster Risk Management (Bioengineering, Landslide stabilization, Soil Erosion, Embankment improvement and Bank control)

SN	Type of activities	Contribution		
		GoN-GoF/EU-Province	LG (Min)	Users (Min)
1	All Capacity Development Activities	90%	10%	
2	Construction Activities	55%	25%	20%

Explanation:

Community contribution will be in form of labor contribution in case of any construction activities. It will not be less than 20% of total estimated cost. Community shall contribute to local materials collection and unskilled labor contribution. If local materials and unskilled labor contribution don't cover 20% of total construction cost, PMC shall decide to cover the remaining cost either from LG contribution or community's cash contribution. PMC may decide to pay for unskilled labor if such cost exceeds 20% of total construction cost.

R. Value Chain Development (e.g. Chiuri, sea buckthorn, sugarcane, spices, vegetables, duna tapari)

SN	Type of activities	Contribution		
		GoN-GoF/EU-Province	LG (Min)	Users (Min)
1	All Capacity Development Activities	90%	10%	
2	Tools, Equipment, Machinery	70%	10%	20%
3	Livelihood Infrastructures (collection center, Hatbazar etc.)	60%	25%	15%

Explanation:

Community contribution will be in form of local materials and labor contribution in case of any construction activities. It will not be less than 15% of total estimated cost. Community shall contribute to local materials collection and unskilled labor. If local materials and unskilled labor contribution doesn't cover 15% of total construction cost, PMC shall decide to cover the remaining cost either from LG contribution or community's (cooperatives) cash contribution.

PIM ANNEX 2. COMMUNITY PROCUREMENT GUIDELINES



Co-funded by
the European Union



SUOMI
FINLAND

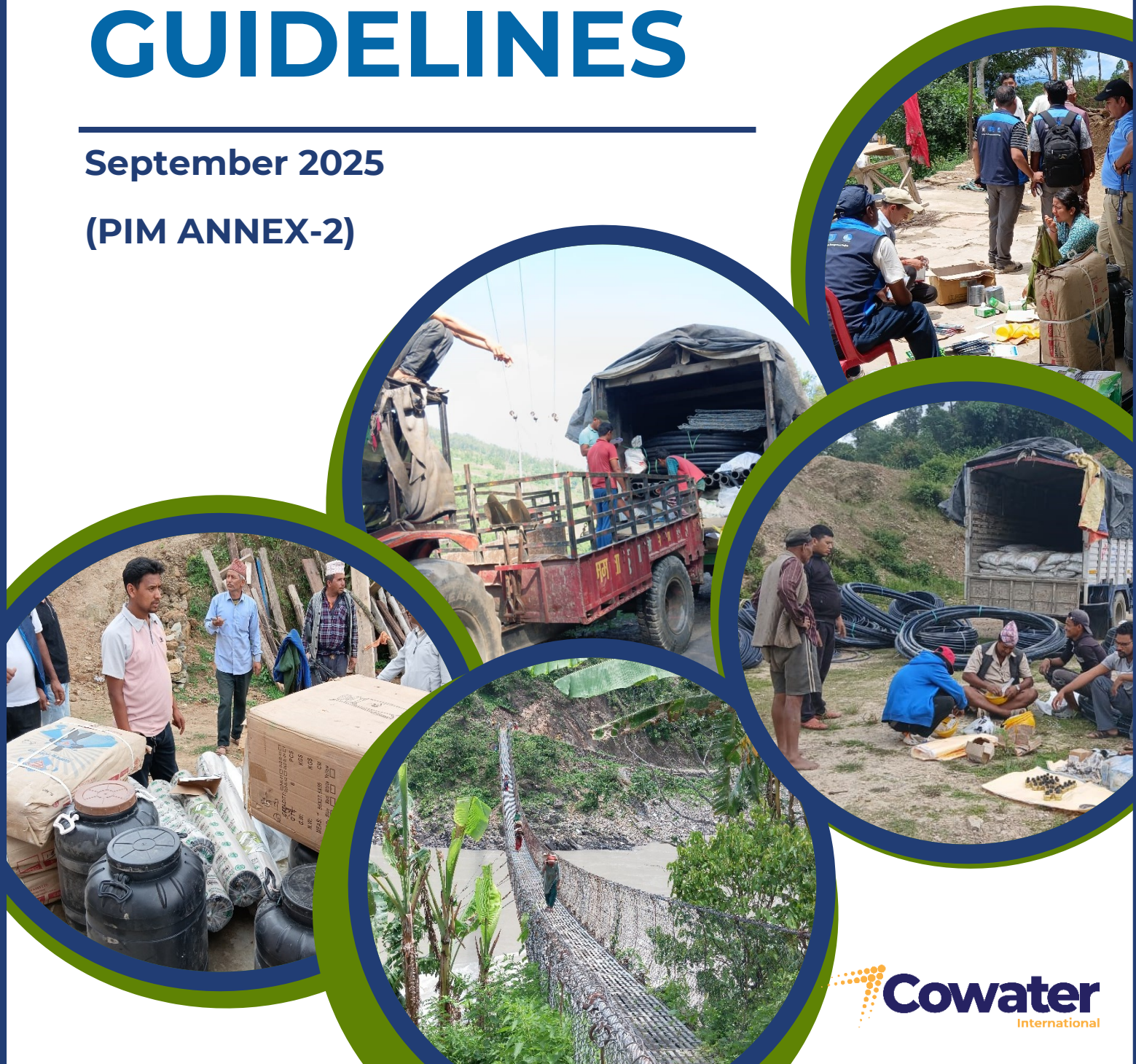


LOCAL ADAPTATION
TO CLIMATE CHANGE
LACC PROJECT

COMMUNITY PROCUREMENT GUIDELINES

September 2025

(PIM ANNEX-2)



Name of the project: Local Adaptation to Climate Change Project (LACCP)

Duration of the project: 11/2024 -10/2029

Name of the document: Community Procurement Guidelines, Supporting document of Project Implementation Manual (PIM)

Approval date of the Supervisory Board: 26 September 2025

Prepared by: LACC Project, Project Support Unit, Birendranagar, Surkhet

Target Users: UCs implementing LACC Project schemes, procurement committees, LGU staffs, project staffs, external materials suppliers, LG office and all relevant stakeholders of LACC Project

Distribution of the report: Public

This guideline has been updated from the “External Materials Procurement Manual” of RVWRMP (dated 5th March 2018) in accordance with the provisions outlined in the Project Document of the Local Adaptation to Climate Change Project (LACCP).

CHAPTER 5.3 OF THE PROJECT DOCUMENT STATES:

"The major procurement will be carried out in a transparent manner at the lowest appropriate level, which is the UC level, accountable to respective user groups. Funds from NRDF will be channeled to the UCs' accounts, and they will undertake procurement of materials and equipment, collection of local materials, supervision of construction activities, etc. The community procurement model of RVWRMP will also be applied in the Project so that all scheme-related procurements will be carried out solely by the UCs. Public audits at the community level are among the key instruments for transparency and accountability."

Following this guidance, the manual has been updated and implemented accordingly. **It is mandatory to adhere to this guideline for the procurement of construction materials used in all types of LACC Project schemes.** All User Committees, Project implementing LGU staffs, local governments, ward offices, and other stakeholders are required to follow it.

© LACC Project, PSU

Constructive feedback to improve the effectiveness of this guideline is welcome and can be sent to LACCProject@laccp.org.np.

TABLE OF CONTENTS

1	Background and Rationale.....	1
2	Principles of Procurement by Users' Committee under LACC Project	2
2.1	Quality Assurance	2
2.2	Transparency and Participation	2
2.3	Competitiveness and Cost-effectiveness.....	3
2.4	Capacity Building.....	3
3	Procurement of Construction Materials BY Users committee	3
4	Step-by-Step Procedure for Procurement of Construction Materials through Sealed Bidding	6
4.1	Formation of Procurement Committee through Users' Mass Meeting.....	6
4.2	Users Committee Management Training.....	8
4.3	Publication of Procurement Notice	8
4.4	Distribution and Collection of Quotations	9
4.5	Evaluation of Quotations and Selection of Supplier	10
4.6	Procurement Contract	11
4.7	Material Supply and Payment.....	12
5	Procedure for Procuring Construction Materials through Tender	12
	Annex 1 UC Orientation on Procurement and Financial Management	14
	Annex 2: UC Procurement and Construction Management Training	16
	Annex 3: Sample Notice to be Published by User Committees in Newspapers.....	18
	Annex 4: Sample Quotation Form	20
	Annex 5: Sample Table for Comparative Quotation Evaluation	25
	Annex 6: Sample Notice of Quotation Approval	26
	Annex 7: Sample Contract Agreement Between Supplier and User Committee	27
	Annex 8: Sample Work Order to be Issued by the User Committee.....	29
	Annex 9: Material Received Report by the User Committee (Quality & Quantity verification format)	30
	Annex 10: Sample Self-Declaration letter to be submitted by the supplier	31
	Key considerations to be ensured by Users Committee:	32

LIST OF ANNEXES

Annex 1: UC Orientation On Procurement and Financial Management

Annex 2: Training on Management for Users Committees

Annex 3: Sample Notice to Be Published by Users Committees In Newspapers

Annex 4: Sample Quotation Form

Annex 5: Sample Comparative Bid Evaluation Table

Annex 6: Sample Notice of Quotation Approval

Annex 7: Sample Contract Agreement Between Supplier and User Committee

Annex 8: Sample Work Order Issued by the User Committee & Important Points the User Committee Must Remember

DEFINITIONS OF KEY TERMS USED IN THIS GUIDELINE

- A. **“Schemes”**: Refers to water supply and sanitation, irrigation, multiple use system, toilet construction, improved cooking stove, improved water mill, agroforestry, conservation and other natural resources management activities prepared for achieving defined objectives within a specific geographic area and timeframe with a fixed budget under the LACC Project.
- B. **“Users Committee”**: Refers to an institutional group formed among direct beneficiaries of the schemes to implement, operate, manage, and maintain the scheme. This committee must be formed following due procedures and registered under prevailing legislation of Government of Nepal or the Local Government.
- C. **“Project”**: Refers specifically to the **Local Adaptation to Climate Change (LACC) Project** being implemented under local governments. It also includes the Project Coordination Unit established in MoFAGA, TA team’s Project Support Unit in Birendranagar Surkhet, Project Coordination Offices established in water related province ministries of Sudurpashchim and Karnali province governments and TA team’s cluster level Technical Support Units (TSUs) established in the different clusters.
- D. **“Mass Meeting”**: Refers to a gathering organized as per the project guidelines with representation from at least **75% of beneficiary households**, including **minimum 50% women participation** and **proportional representation** from all geographical and ethnic communities.
- E. **“LGU staffs”**: Refers to personnel assigned by respective local government to work exclusively for the Project or individuals hired directly by local government on a contract basis for project implementation support.
- F. **“Public Audit”**: Refers a process conducted by the User Committee, as per the step-by-step procedures of individual schemes, to inform and share with users and stakeholders about the project's goals, objectives, budget, results, achievements, and expenditures in a public mass meeting for review, feedback, and accountability.
- G. **“External materials”**: Refers to the construction and other schemes related external materials that are required to the User Committee as per the implementation procedures of individual schemes.
- H. **“Open Quotation”**: Refers a method whereby interested suppliers, firms, or companies submit non-sealed quotations specifying their rates for construction materials in response to the invitation issued by the User or Procurement Committee.
- I. **“Sealed Quotation”**: Refers to a formal quotation submitted by interested suppliers, firms, or companies in a sealed envelope (with official stamp/seal) stating the price of construction materials, as per the procurement notice from the User Committee.
- J. **“Procurement”**: Denotes the act of acquiring or supplying construction materials by the User Committee for the implementation of the project.
- K. **“Project Management Committee”**: Refers to the committee formed as per the project document MoFAGA LACC Project Operational Guideline (Karyabidhi),2082 and MoU with MoFAGA and respective Local Government to manage regular activities of the Project and make implementation decisions at local level.

1 BACKGROUND AND RATIONALE

The Local Adaptation to Climate Change (LACC) Project is supported by the Government of Nepal (GoN), the European Union and the Government of Finland (GoF). It is a continuation of financial and technical support that GoF has provided to water sector in Nepal since 1989. The European Union started financing the RVWMP in November 2017, through an arrangement of delegated management to the Ministry for Foreign Affairs of Finland. The Project is financed jointly by the governments of Nepal and Finland, and the European Union (EU) through sharing the costs with local governments, communities and Users Groups. It is also anticipated to receive co-funding from respective province ministries, especially in implementation of drinking water supply schemes, irrigation schemes, MUS schemes, livelihood, forest and environment related activities.

The LACC Project's impact statement is: The people and their livelihoods and living conditions in Sudurpashchim and Karnali are more resilient to impacts of climate change and they use natural resources in a sustainable manner. **The outcome statement:** Sudurpashchim and Karnali provinces, selected local levels and communities adopt climate resilient, inclusive practices for sustainable natural resource management and livelihoods with equal participation of all segments in society. The achievement of the expected outcome is built on three outcome areas and mainstreaming five cross-cutting objectives: gender equality, non-discrimination with an emphasis on disability inclusion, climate resilience, low emission development, and protection of the environment, with an emphasis on safeguarding biodiversity.

To achieve the objective of the Project, it implements different schemes in project local governments of two provinces. User Committees are solely responsible for the procurement of all required external construction materials, including their collection, transportation, storage, and utilization, as well as the arrangement of skilled and unskilled labor needed for project implementation. Local governments, LGU staffs, and project staff play a facilitative role—supporting documentation and ensuring the quality of procured materials.

As per Chapter 5.3 of the Project Document (a schedule to the bilateral agreement between Nepal and Finland), "*The major procurement will be carried out in a transparent manner at the lowest appropriate level, which is the UC level, accountable to respective user groups. Funds from NRDF will be channelled to the UCs' accounts, and they will undertake procurement of materials and equipment, collection of local materials, supervision of construction activities etc. The community procurement model of RVWRMP will be applied also in the Project so that all the scheme related procurements will be carried out by the UCs only. Public audits at the community level are among the key instruments for the transparency and accountability*". All The procurement process must follow the **Community Procurement Guideline** (this guideline) developed for this purpose. Additionally, **Section 67(b) of the Public Procurement Act, 2063** clarifies that procurement done under an agreement between the Government of Nepal and a development partner is **not required to follow standard public procurement procedures**, provided it follows the agreed procurement guidelines.

In line with this, all procurement regardless of size or type; must adhere to the principles of **transparency, quality, competition, participation, and cost-efficiency**. These principles are outlined in the **Project Implementation Manual** (September 2025). While the procurement law and related regulations, including the **Public Procurement Act, 2063**, or prevailing Act, and Regulations at the time of procurement, and the **Local Government Operation Act, 2074**, can be applied where appropriate, they are not mandatory where the project guideline and bilateral agreement take precedence.

2 PRINCIPLES OF PROCUREMENT BY USERS' COMMITTEE UNDER LACC PROJECT

2.1 QUALITY ASSURANCE

The lifespan of constructed schemes with the project's support shall ensure the full operational status throughout the design period of the schemes. Only those schemes that are built according to defined standards can be sustainable. Therefore, to ensure sustainability, construction materials and works must be of good quality. All materials to be procured under the project must meet the specified technical standards.

All non-local materials must have quality certification such as Nepal Standard (NS), Indian Standard (ISI), British Standard (BSI), or equivalent. If any material does not meet the required quality standards, it shall not be used in the scheme. If substandard materials are delivered to the site for any reason, they must be returned immediately and replaced with standard materials. If the Users' Committee fails to return such materials and uses them, or if it is noticed after construction that such materials were used, the value of such materials will not be recorded in the final measurements, and the concerned local government will not release payments for them.

2.2 TRANSPARENCY AND PARTICIPATION

All records and decisions related to scheme construction must be transparent. Transparency is essential to ensure sustainability. Hence, before purchasing construction materials, the quantity, required quality, and estimated cost must be shared in detail with users during a mass meeting. Information on quality and quantity of the materials must be provided to the beneficiaries during the community action plan at the end of the preparatory phase.

At least three public audits must be conducted during the scheme cycle. In these audits, the Users' Committee must present detailed progress and financial reports, which must be approved by users. No financial transactions should be decided unilaterally by any member of the committee; all decisions must be made through official committee meetings with written and signed minutes.

Each mass meeting must include representation from at least 75% of beneficiary households, 50% female participation, representation from all beneficiary settlements/wards of the scheme area, and proportionate participation of all ethnic groups. If such a representation is not met in the first meeting, a second meeting must be called cancelling the called meeting.

As soon as materials are purchased and delivered, the Procurement Committee must call a mass meeting and present details of expenditures. Every procurement and income expenditure must go through public audit. No installment payments will be released by the NRDF unless the scheme area has been jointly monitored by local government and the project representatives.

The project will strictly follow the anti-corruption provisions mentioned in the Finnish Government's **Handbook Against Corruption (2012)** prepared for development workers. All transactions under this project must be designed and implemented with zero tolerance for corruption. If any party is found involved in any such case, immediate action will be taken based on available information.

2.3 COMPETITIVENESS AND COST-EFFECTIVENESS

All qualified producers or suppliers should have the opportunity to compete during procurement. Therefore, procurement notices must be publicly published, ensuring that all VAT-registered, tax-cleared, and eligible suppliers who can deliver materials on time can participate.

Notices must be published in local/regional newspapers or jobs portal or the project website www.laccp.org.np, concerning LG authorized websites and displayed in public offices to attract as many competitive bidders as possible. Notice publication is mandatory on the project website www.laccp.org.np and concerning LG websites. This competition helps us to achieve better quality at lower costs, allowing the amount saved to be used in additional schemes or activities at the local level.

Furthermore, all scheme-level expenditure must be managed cost-effectively. Transportation using porters or vehicles should also be done competitively and cost-effectively. Wage rates for skilled and unskilled workers must be managed frugally. If costs are minimized, the amount of savings can be deposited into the scheme's operation & maintenance fund. Assigned LGU staff should regularly facilitate the Users' Committee in this regard.

2.4 CAPACITY BUILDING

One of the main objectives of the project is to build the capacity of users and local governments. The project organizes various capacity-building programs to achieve this objective.

During the procurement process through the Users' Committee, awareness is raised among users, and the committee is trained in procurement procedures, financial management, quality control, and more. Their involvement in procurement helps enhance their capacity in scheme planning, management, operation, and maintenance, positively impacting scheme sustainability.

Moreover, community ownership over the infrastructure is expected to increase, leading to long-term maintenance. LGU staff involved in facilitation will also gain skills in planning, implementation, monitoring, and maintenance. Local government technicians and other stakeholders are also expected to benefit from these capacity-building initiatives.

3 PROCUREMENT OF CONSTRUCTION MATERIALS BY USERS COMMITTEE

The procedure to be followed by the users' committee for procurement of construction materials

The Users' Committee can adopt one of the following procedures while procuring construction materials. The chosen procedure must be discussed in detail and approved during a mass meeting convened to endorse the Community Action Plan of the scheme community. The process for external procurement of construction materials (Method No. 2 and 3) is described in detail in the following chapter below.

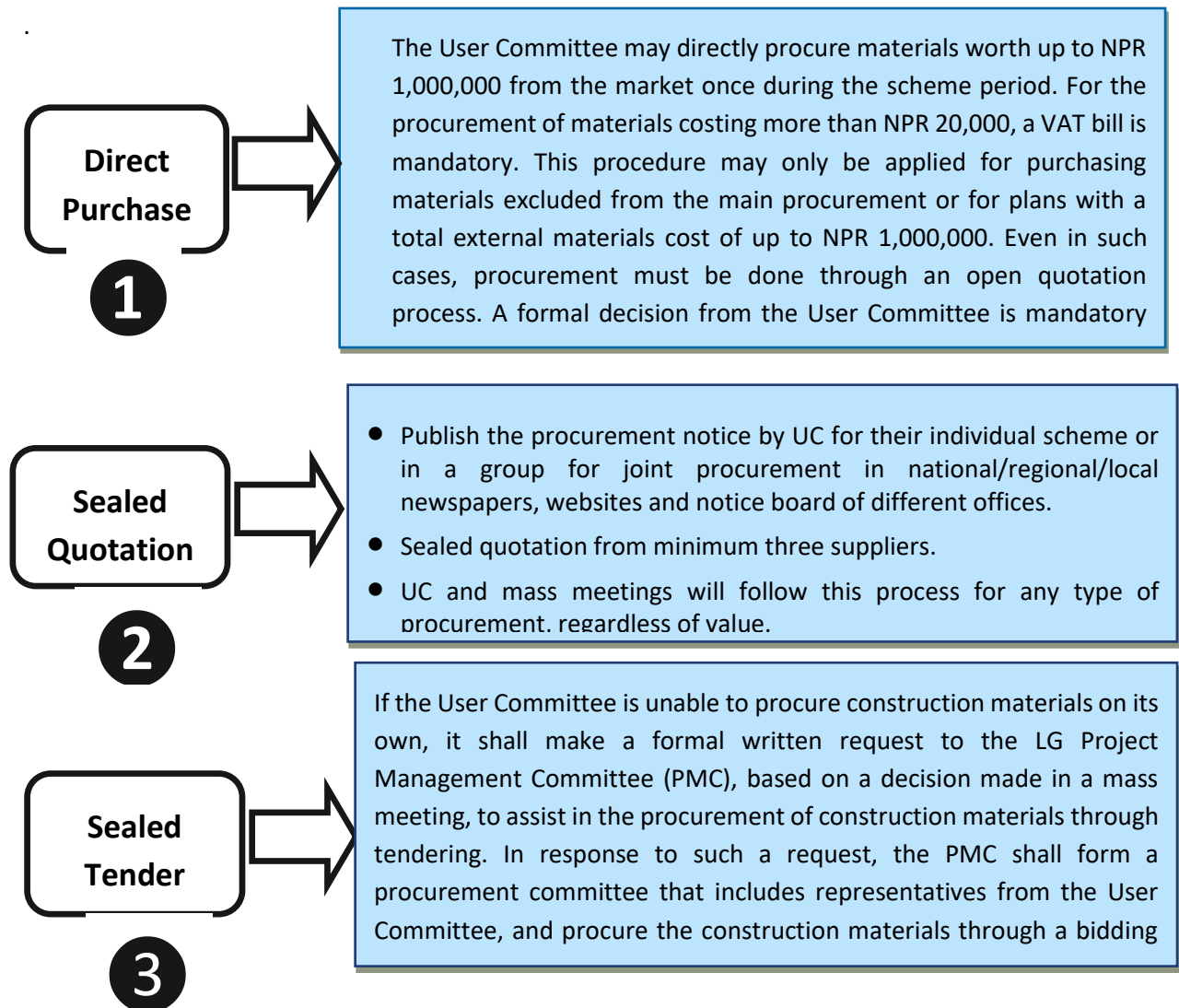


Figure 1 General procurement processes

General procurement process to follow by UC in any procurements

The procurement process must be followed by the users, users' committees, and procurement committees at every stage of the selected procurement method, whether direct purchase, sealed quotation, or sealed tender as outlined below and guided by the sectoral step-by-step manuals (2025) of the LACC Project.

1. Transparency shall be maintained at all stages of the procurement process, regardless of the amount involved. Accurate records of all proceedings and decisions of meetings must be properly maintained
2. The Users' Mass Meeting shall select a three-member Procurement Committee for the procurement of construction materials for the scheme, ensuring the inclusion of at least one woman. Of the three members, two should be from the Users' Committee and one from the general users. During the same mass meeting, one member shall be designated as the Coordinator of the Procurement Committee. The mass meeting shall also make a mandatory decision on the method of procurement (direct purchase, competitive quotation, or bidding)

3. Both the user committee and the procurement committee must have received mandatory training from the LGU implementing the LACC Project on procurement procedures before starting any material procurement. The training must clearly explain the provisions of the LACC Project Implementation Manual (2025), Local Government Operation Act 2074 (2017), Public Procurement Act 2063 (2007) and Public Procurement Regulations 2064 (2008) or prevailing act and regulations at the time of procurement, and the LACC Project Community Procurement Guideline (2025) (this procedure), including the standards and specifications of construction materials as provisioned on LACC Project's handbook for Quality and Specification of Construction Materials (2025), and book keeping & financial management.
4. The LG office of LG executives and the assigned LGU technical personnel with the support of TA Technical Officer, must prepare a detailed quotation with technical specifications and standards for the required materials as per the scheme's design and cost estimate.
5. The chairperson of the user committee or the coordinator of the procurement committee must sign all pages of the quotation documents before their sale and distribution and must affix the committee's official stamp.
6. After the delivery of materials, the User Committee shall record the materials based on the bills received and the date of receipt. Consumable materials must be entered into the Consumable Stock Ledger, while non-consumable materials must be entered into the Non-Consumable Stock Ledger. The quality of the materials shall be checked and verified at the road head, and a verification report shall be submitted to the Local Government Unit (LGU) to initiate the first payment process to the suppliers by the User Committee as per received materials.
7. The payment to the supplier shall be made only through Account Payee (A/C Payee) cheque.
8. If a supplier fails to deliver materials on time, provides low-quality materials, or violates any contract terms, the Local Government Project Management Committee (PMC) may blacklist the supplier and prohibit their participation in future project-related bidding processes based on recommendations from the monitoring team during SBS monitoring. Similarly, any supplier selected as a top-priority bidder during evaluation who refuses to sign the contract with the Users' Committee (UC) according to their proposal shall also be included in the blacklist for future bidding. The Project Management Committees of the respective local governments shall regularly maintain and update the blacklist based on monitoring team recommendations across different schemes, and the PMC will notify the Project Support Unit (PSU) to maintain an updated project-level list. The PSU will share this updated project-level blacklist with PMCs prior to each bidding process, and the LGU will inform the respective procurement committees as directed by the PMC, ensuring that blacklisted suppliers are restricted from participating in future competitive procurement.
9. If the monitoring team identifies or suspects any misuse of funds or illegal financial transactions in the procurement process and reports it to the Project Management Committee, the Chief Administrative Officer (CAO) of the Local Government may formally request the concerned bank, in writing, to freeze the User Committee's account. The account shall only be reactivated upon written instruction from the CAO.

4 STEP-BY-STEP PROCEDURE FOR PROCUREMENT OF CONSTRUCTION MATERIALS THROUGH SEALED BIDDING

If the mass meeting decides to procure external construction materials through sealed Quotation, all stakeholders must strictly adhere to each step outlined in this procedure. Steps are presented in following figure and detailed explanation of each step is provided below.

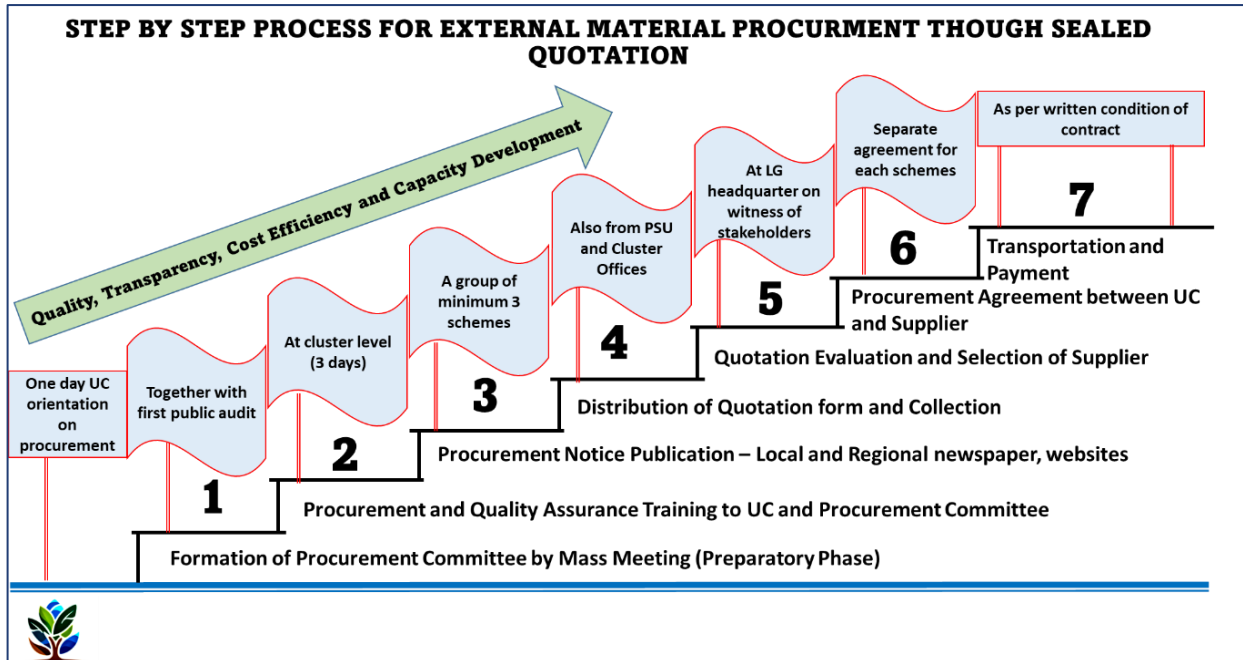


Figure 2 Step-by-Step to procurement

Upon completion of the scheme’s design and cost estimate, a one-day orientation on procurement and financial management shall be conducted for all members of the User Committee. This orientation shall provide information on the procurement process and record-keeping requirements during scheme implementation and will be facilitated by the Local Government Unit (LGU) staff. (Refer to Annex 1 for the orientation content).

Steps for the procurement process are explained below.

4.1 FORMATION OF PROCUREMENT COMMITTEE THROUGH USERS' MASS MEETING

At the end of the scheme preparation phase, the scheme’s layout, design and cost estimate report, and Community Action Plan shall be approved through a Users’ Mass Meeting. In the same meeting, a Procurement Committee shall be formed for the procurement of necessary external construction materials, based on the following provisions:

- The Procurement Committee shall consist of two members from the Users’ Committee and one person from outside the committee but from within the project area.
- At least one woman must be included in the Procurement Committee.
- All members must be trusted by the community.

- Individuals with a history of financial misconduct shall **not** be included.
- The decision to form the Procurement Committee must be recorded in the Mass Meeting minutes and signed by all participants.

Mandate and Responsibilities of the Procurement Committee

Although procurement recommendations with their decisions shall be done by the Procurement Committee, the overall responsibility rests with the Users' Committee. The Users' Committee shall delegate the following authorities to the Procurement Committee through a formal decision:

- **Formation of a joint group of Users' Committees** within the same LG or geographically aligned area for joint material procurement, considering procurement management costs and competitiveness due to attraction of suppliers from volume of work. While formulating the joint Group, consider the **similar types of schemes in that group** (e.g. water supply scheme group, irrigation scheme group, Micro irrigation group).
- **Decide the bid form fee** which must be deposited and submit the evidence of fee deposition or the bank voucher for the deposited amount in specified bank account within the sealed quotation envelope.
- **Decide the date of call, duration and time** for procurement bid notice.
- **Set the date, time, and place** for opening sealed bids (must be within the scheme area's LG office).
- **Determine the locations for publishing bid notices** in relevant LG's office notice board and website including LACC Project's website (www.laccp.org.np) or cluster technical support unit's notice board or PSU Surkhet notice board or other online portals or national/regional/local newspapers.
- **Determine the locations for submission and collection bid proposals** (e.g. relevant LG's office or LACC Project cluster technical support unit, the PSU Surkhet and other locations designated by the Users' Committee).

In the case of **solar and electrical lift schemes**, for the procurement of electro-mechanical external materials and installation services, and the LACC Project Liaison Office (DMI) in Kathmandu should also be added as bid submission locations. Liaison Office in Kathmandu will manage to deliver the collected bids to the PSU, Surkhet.

- The Users' Committee (UC) procurement committee should decide the method and date for **collecting submitted bid proposals** at the LACC Project Cluster Technical Support Unit and the PSU Surkhet office and take responsibility for this process.
- Among the sealed quotations submitted, the User Committee's (UC) Procurement Committee shall **verify whether any supplier has been blacklisted** by the Local Government Project Management Committee (PMC). Any supplier identified as blacklisted in any project implementing local government shall be **excluded for the evaluation process**, and a bid envelope should not be opened.
- Opened bid documents will be handed over to the evaluation team as mentioned below in 4.5 by the bid opening team after documenting observation notes, minutes, or a Muchulka.

- Based on the comparative evaluation from the bid evaluation team, **recommend to the Users committee for the supplier or manufacturer selection decision** of the supplier or manufacturer offering the lowest price for the specified quality materials.
- After awarding the contract to the selected supplier, **verify the delivered materials and invoices for quality and quantity** with the support of the technical team, **prepare a report**, and **recommend it to the Users' Committee for payment**. Arrange **transportation from the delivery point** to the scheme site and **ensure safe storage** (the transportation location must be specified in the procurement notice).

Members of the Procurement Committee must regularly report to the Users' Committee regarding the progress of procurement activities. After the procurement is complete, a detailed report must be submitted to the Users' Committee, and the entire procurement process along with expense details must be approved through a users' mass meeting.

4.2 USERS COMMITTEE MANAGEMENT TRAINING

Training will be organized at the LG headquarters or cluster points for the representatives of the users' committees (Chairperson, Vice-Chairperson, Secretary, Treasurer) and the members of the procurement committee. The training will cover topics such as bookkeeping, material procurement process, and identification of material quality.

The training shall include the detailed process of construction material procurement, the forms and format to be used, accounting and bookkeeping that the users committee must maintain, and the identification of the quality of procured materials. The training may be organized either at the local government headquarters or, if multiple users committees from different LGs are involved, at cluster or the appropriate location.

During the training, practical exercises on accounting and live demonstrations of quality construction materials shall be provided. Committees from multiple Local Governments (LGs) may participate in the training. Following the training, based on the size and number of projects in each LG, a group of **at least three projects** shall be formed for joint material procurement management.

(Refer to Annex 2 for the detailed training content.)

Each Users' Committee shall identify construction materials in accordance with **the LACC Project Handbook for Quality and Specification of Construction Materials**. This includes items such as pipes, fittings, tools, cement, and other construction materials to be used in the schemes and related project activities. This handbook shall be considered an integral part of this guideline. Each Users' Committee shall receive a copy of this handbook after signing the Users' Committee and LG Scheme Construction Agreement.

4.3 PUBLICATION OF PROCUREMENT NOTICE

It is mandatory to publish a notice for the procurement of construction materials on project websites (www.laccp.org.np), the relevant LG websites, or in a newspaper. The notice may also be published on an online procurement portal or in a national or regional newspaper near a major market area (e.g., Dhangadhi, Nepalgunj, Surkhet,) or the local newspaper of the districts).

In cases where specific materials are unavailable in local or regional markets and must be procured nationally, the same procedure outlined in this guideline shall be followed to publish a national-level notice or online portals. This allows multiple Users' Committees to manage the procurement of materials jointly through a competitive sealed quotation process. Decisions by the Procurement Committee on behalf of the Users' Committee to publish the notice should be clear.

When publishing a notice, the following points must be clearly stated (a sample notice is provided in Annex 3):

Clear details in the notice, including:

- Location where quotation forms are available and whether a fee is required or not,
- Method to submit sealed quotations,
- Location/office to submit the sealed quotations,
- Date, time, and place for opening the sealed quotations.

The initial notice must be published at least **15 days (or as per prevailing acts and regulations)** prior to the submission deadline. If no quotations or fewer than three quotations are received, a second notice shall be issued for an additional **7 days (or as per prevailing acts and regulations)**. If adequate quotations are still not received, the joint Procurement Committee may decide to proceed with evaluation of the quotations that have been received. A copy of the published notice must be sent to the LG Offices, ward offices, District Chamber of Commerce and Industry, District Coordination Committee (DCC) and other relevant offices.

4.4 DISTRIBUTION AND COLLECTION OF QUOTATIONS

Since Users' Committees may not be able to visit all locations to distribute the quotation documents or indicate where they are available, the project shall provide necessary support for uploading the quotation documents/forms on relevant websites and for their distribution (e.g., via email).

- Technical staff from the project, LGU staff, or the Local Government shall support the Procurement Committee in preparing the quotation forms.
- Procurement Committee must send the prepared quotation forms, with the signature of the Chairperson (Coordinator) and the stamp of the Users' Committee on every page, to the designated offices along with an official cover letter for the distribution and collection. A sample quotation form is provided in **Annex 4** and must include the terms, conditions, and specifications of key materials to be procured.
- The fee for quotation form submission shall be non-refundable: NPR 1,000 per quotation for total procurement up to NPR 2 million, and NPR 3,000 per quotation for procurements between NPR 2 million and NPR 20 million. This must be clearly stated in the notice.
- Interested suppliers must deposit the quotation fee into the designated Local Government account as specified in the notice and submit the deposit voucher or proof of payment within the sealed quotation document. If it cannot be confirmed that the prescribed fee has been paid, the sealed quotation will not be evaluated.
- Since payment will only be made after delivery and technical inspection of the materials, no bid security or bank guarantee is required.

- Quotation forms may be distributed from the Local Government office, Project Cluster Support Unit, PSU Office Surkhet, or Project Liaison Office at Development Management Institute (DMI), Kathmandu. Interested suppliers may also request a quotation form by emailing the respective Local Government Unit (LGU) for their calculation only, sealed bids must be submitted in officially stamped and signed copies of bid documents distributed by different sources on behalf of procurement committee as mentioned in the notice.
- Sealed quotation forms may be submitted at the Local Government office or Project Cluster Level Technical Support Unit or PSU Office Surkhet, or Project Liaison Office at DMI, Kathmandu. Completed sealed quotation forms must be submitted within the specified date and time, including the bank voucher or evidence of form fee payment to the LG account and self-declaration letter as specified in the notice.
- The project shall provide support for the safe collection, recording of bids and hand overing submitted and collected quotations to the respective procurement committees. Procurement committees shall ensure timely receipt of the bids and transportation to meet the already decided date and timelines of procurement process.

4.5 EVALUATION OF QUOTATIONS AND SELECTION OF SUPPLIER

All sealed quotations received will be opened on the mentioned date, time, and place in the presence of the procurement committee, chief administrative officer (or representative), Finance Administration section staff, infrastructure development section staff of the local government and the representatives from project cluster units (TA Advisors or NRM Expert and/or Technical Officer), representation of interested bidders and LGU staff.

The evaluation team, including one representative from each procurement committee, one from the project, and one from the local government Finance Administration section and infrastructure development section, will immediately begin preparing a comparative evaluation chart.

Expenses related to quotation evaluation shall be covered by the funds collected from quotation fees, by the Users' Committees from their management cost budgets as provisioned in the scheme estimate, or by the NRDF if not manageable from the aforementioned budget sources. The supplier offering the lowest bid that meets all requirements shall be recommended to the Users' Committee for approval.

Key evaluation considerations:

- The supplier must submit, along with a written application for the bid, a copy of the **Value Added Tax (VAT) registration certificate**, a copy of the firm **registration or renewal certificate**, a copy of the **tax clearance certificate** for the previous fiscal year, proof **or bank voucher of the prescribed fee payment**, and a **self-declaration letter** stating that, under the LACC project, the supplier has not previously refused to sign contracts or provide materials and services as per their bid proposals, has delivered materials on time, has not supplied low-quality materials, and has not violated any contract terms. Suppliers who fail to submit these documents shall be deemed ineligible for bid evaluation. Sample Declaration Letter presented in **Annex-10**.
- Quoted rates must be clearly written in both numbers and words, and all pages must be signed and stamped. In case of a discrepancy, the rate written in words shall prevail.

- Before opening, all present individuals must sign the sealed envelopes. Suppliers or their representatives may attend the opening; however, their absence shall not prevent the opening process.
- Any corrections/miswrite made in the submitted quotations must be documented in the official register as per the prevailing rules and practices of procurement management.
- The Procurement Committee shall form an Evaluation Committee at the time of opening the sealed quotations. The Evaluation Committee shall prepare a comparative chart using the format provided in **Annex 5** and identify the lowest valid bid. If the lowest bid exceeds the cost estimate, the committee may negotiate with the supplier to bring the bid within the estimated limit.
- Based on evaluation team & Procurement Committee recommendation, Users committee shall select the supplier or manufacturer for further proceedings. The User committee shall inform the selected supplier within 3 days using the format provided in **Annex 6**.

All meeting minutes and decisions must be clearly recorded in the committee meeting minutes and shared to each user committee during final decision-making and public audits.

4.6 PROCUREMENT CONTRACT

- Users' Committees which are included in joint procurement committee shall separately sign individual scheme contracts in the specified format with the selected supplier, using the agreed quotation rate with selected supplier with the approval decision of respective UC. The contract must be made within **7 days** of notification to the selected supplier.
- The terms specified in the notice and quotation forms shall be incorporated into the contract. Project staff, LGU staff, and relevant Local Government sections shall facilitate and support the preparation of the required documents, including specifications for the quantity and quality of materials. A sample contract format is provided in **Annex 7**.
- After the Users' Committee approves the quotation and completes the contractual process, the respective Local Government office may release the first installment (up to 50% of the total contract amount, as per the LACC Project Implementation Manual (2025)) from the Natural Resources Development Fund (NRDF) to the Users' Committee's account.
- The Users' Committee shall issue a written order to the supplier specifying the delivery timeline and location. The contract shall include clear terms and the signatures/seals of both parties, with copies retained by the supplier, the Users' Committee, and submitted to the LGU.
- The validity period of the approved quotation shall be mutually agreed upon by the supplier and the Users' Committee.
- The Users' Committee must issue a formal work order within **3 days** of signing the contract. (Sample format provided in **Annex 8**.)

4.7 MATERIAL SUPPLY AND PAYMENT

- The supplier must deliver the materials within the deadline specified in the contract.
- The quantity, quality, and rates of the materials mentioned in the invoices, which must match the rates in the approved quotation, shall be verified by the procurement committee representatives and assigned technical staff or individuals deployed in the project at the designated delivery site (the nearest point accessible by truck) or at the project site. A verified receipt report of quantity and quality shall be submitted to the LGU (sample format in **Annex 9**).
- The Users' Committee shall not make any payment until all materials have been inspected and certified by the technical personnel along with representatives of the procurement committee. Payments shall not be made under any circumstances for undelivered materials. In cases where payments have been made and discrepancies arise later, the Users' Committee must take full responsibility for recovering any payments that are lost, unjustified, or unacceptable to the community, local government, and the LACC Project.
- If any materials are found to be below the specified quality during inspection, it is the supplier's responsibility to take them back and replace them with materials that meet the required standards at the same location. No additional transportation cost will be paid by the UC.
- Once a report is received from the assigned technical staff and procurement committee confirming that all materials have been received in proper condition, the Users' Committee will initiate the payment process. All payments shall be made only through account payee cheques.
- After the materials are delivered, the Users' Committee must record them based on the invoices received, including the date of receipt. Consumable items must be entered into the **Consumable Inventory Ledger**, and non-consumable items into the **Non-Consumable Inventory Ledger**.

5 PROCEDURE FOR PROCURING CONSTRUCTION MATERIALS THROUGH TENDER

If the Users Committee is unable to procure construction materials themselves, due to the larger size of the scheme or technically complex schemes, they may decide in a mass meeting to submit a written request to the Project Management Committee for assistance in the procurement process.

Upon receiving such a request, the LG Project Management Committee will form a Procurement Committee, including representatives from the Users Committees, and carry out the material procurement through a bidding process, making the materials available to the Users Committees.

The Users Committee shall pay the supplier based on the recommendation of the Project Management Committee. The procedure will follow the steps as described next page.

Joint Procurement Process by the LG Project Management Committee

1. The PMC shall formulate the procurement committee comprising the head of the Infrastructure Development Section, project representative, Chief of Finance Administration Section, legal advisor (if any), UC representative, and other members as deemed necessary. The Procurement Committee shall be led by the UC representative.
2. The entire procurement process shall be conducted in the name of the Users' Committee.
3. The PMC shall make procurement decisions in accordance with the existing **Public Procurement Act and Rules** of Government of Nepal.
4. All documents required for the bidding process shall be prepared by LGU technical staff with the support of the project's technical officer or NRM expert or Technical Assistance Adviser.
5. The Procurement Committee shall assign a Technical Committee, led by the head of the Infrastructure Development Section, to review the bids received and provide necessary recommendations.
6. The Procurement Committee shall evaluate the bids, and the Users' Committee shall make the final decision regarding the selection of the bidder(s).
7. With the support of the TA team members and LGU technical staff, Infrastructure Development Section shall prepare contract documents on behalf of the Procurement Committee. These contracts shall be provided to the uses committee for the contract agreement between UC and selected bidder. Head of Infrastructure Development Section and TA Advisor shall sign the contract as witnesses.
8. The PMC shall take necessary measures to ensure the quality and quantity of the procured materials.
9. The head of the Infrastructure Development Section, LGU and the project's technical personnel shall inspect the materials and recommend payment to the PMC, which in turn will recommend payment to the Users' Committee.
10. The Users' Committee shall make payments as per the recommendation of the PMC, with decisions approved through a mass meeting of the Users' Committee.

ANNEX 1 UC ORIENTATION ON PROCUREMENT AND FINANCIAL MANAGEMENT

Training Duration: 1 day

Participants: All members of the User Committee, Coordinator of the Monitoring Sub-Committee and ward technical staffs of the concerned Ward

Training Time: After the preparation of the Draft Design Report (Step-by-Step Process)

Resource Persons: LGU staff

Organizer: LGU of the Project

Objectives of the Training:

- To provide detailed information on the procurement process to be conducted by the user committee.
- To inform about the records of construction materials, pipes, tools, laborers, and voluntary labor, and the importance of record keeping.
- To raise awareness among user committee officials regarding the quality of construction materials.

Training Contents

Day	Contents	Time	Activity and IEC Materials
First Day	Session One:		
	<ul style="list-style-type: none"> • Introduction • Objective of Training • Fund Flows • Contribution Pattern, contribution from LG and Users 	30 minutes	Introduction game
	<ul style="list-style-type: none"> • <u>Fund Release Process to UC</u> • Conditions of agreement between UC and LG • Installment release process from NRDF • Required bills and receipts • Community contribution (cash) • O&M fund 	45 Minutes	Fund flow chart Contribution Pattern chart
	<ul style="list-style-type: none"> • <u>Materials procurement process</u> • Procurement process • Quotation process 	90 Minutes	Sample Agreement O&M manual Procurement guidelines Picorial book of construction materials Available brands of materials UC operational guidelines

ANNEX 2: UC PROCUREMENT AND CONSTRUCTION MANAGEMENT TRAINING

Training Duration: 3 Days

Participants: Users Committee officials (Chairperson, Vice-Chairperson, Secretary, Treasurer), members of the Procurement Committee, and one representative from the Monitoring Committee of the respective ward/LGs.

Training Timing: Immediately after signing the implementation phase agreement (Step-by-step process)

Resource Persons: TA Advisor/NRM Expert/Technical Officer, LACC Project Officer, Head of infrastructure development Section, Head of Finance Administration Section of the LG

Organizer: Local Government Unit (LGU) responsible for project implementation

Objectives of the Training:

- To empower Users Committees to manage procurement processes and related documentation effectively.
- To enable participants to identify material quality and maintain records of construction materials, pipes, tools, workers, and community contributions.
- To build the capacity of participants in maintaining transparency and proper decision-making processes in the project.
- To raise awareness among executive members about the quality specifications of construction materials.

Training Contents

Session	Topics	Duration	Activities & Materials/Documents
Day 1			
1st Session	<ul style="list-style-type: none"> • Introduction • Training objectives • Pre-training test • Project overview, fund flow mechanism, and investment breakdown 	90 min	Game, presentation, written test Fund flow chart, investment breakdown chart
2nd Session	<ul style="list-style-type: none"> • Fund disbursement process into Users Committee account • Key provisions of the agreement • Required documents to be maintained by the committee 	90 min	Presentation Sample agreement Sample documents
3rd Session	<ul style="list-style-type: none"> • External procurement process • Roles and responsibilities of Users Committee, Procurement Committee, Monitoring Committee, and stakeholders 	90 min	Procurement procedure and phased activity schedule Users Committee operational guideline

Local Adaptation to Climate Change (LACC) Project
Community Procurement Guidelines

Session	Topics	Duration	Activities & Materials/Documents
4th Session	<ul style="list-style-type: none"> Quality and specifications of external materials Quality of local construction materials Construction standards (e.g., pipelines, structures) Quality & Quantity verification report 	120 min	Project design report Illustrated guide to materials used in water supply and similar projects
Day 2			
1st Session	<ul style="list-style-type: none"> Recap of Day 1 Practical observation of material quality 	90 min	Site visit to supplier for quality verification of construction materials
2nd Session	<ul style="list-style-type: none"> Scheme cost and documentation Cost categories and allowable expenditures 	90 min	Project design report various forms
3rd Session	<ul style="list-style-type: none"> Public audit and information board Transparency process and key content Introduction to accounting and record forms to be maintained by Users Committee 	90 min	Sample forms, sample information board Users Committee operations guide
4th Session	<ul style="list-style-type: none"> Introduction to procurement and record-keeping forms Record formats for materials, transportation, skilled/unskilled labor District rate, budget ceiling, and income sources Sample vouchers Income & expense ledger Consumable & non-consumable inventory ledger Material request forms and store entries 	120 min	Maintenance guideline/procedure Procurement procedure Users Committee operations guide Sample ledger and vouchers
Day 3			
Sessions 1–3	<ul style="list-style-type: none"> Hands-on practice filling out procurement and accounting forms Practical exercises based on fictional project scenarios Demonstration of external material sample and quality identification practices 	270 min	Group work using sample forms case-based exercises
Final Session	<ul style="list-style-type: none"> Open discussion on unclear topics Post-training evaluation Closing session 	120 min	Discussion Written test Training closing

ANNEX 3: SAMPLE NOTICE TO BE PUBLISHED BY USER COMMITTEES IN NEWSPAPERS

Invitation for Sealed Quotation

First Date of Publication: [.....]

Joint procurement committee announces an open call for the eligible firms or suppliers for the[at least three] water supply/Irrigation/MUS schemes operated in Ward No. [.....] underMunicipality/Rural Municipality/ **Local Adaptation to Climate Change (LACC) Project**, for the supply of construction materials (pipes, and fittings, cement,) at[roadhead] in accordance with the project's procurement guidelines.

Hence, sealed quotations are invited from VAT-registered firms or suppliers willing to supply the specified quantity of materials with the weight and quality according to the specifications provided with the quotation form, under the following terms and conditions:

Terms and Conditions:

1. Firms/suppliers can be obtained hard copies of quotation document from Or and can be download the quotation form from respective LGs websites and LACC Project official website as provided below.

----- LG-1 Website, ----- LG-2 Website, -----,

LACC Project Website: www.laccp.org.np

2. While submitting the bid documents before **8th day** (Date 2082.....) 12:00 noon from date of notice publication, firm/supplier must deposit for NPR [.....] (non-refundable) in the name ofand account no of the Bank, it must be included with copies of their VAT registration certificate, firm registration or renewal certificate and updated tax clearance certificate in the envelope with the self-declaration letter as per given format while submitting it in the LGs offices, LACC Project PSU Surkhet, LACC Project Cluster Offices (TSUs).

The sealed envelope must clearly mention the name and address of the Joint procurement Committee, ward no...,RM/M and the subject: "*Sealed Quotation for Supply of Construction Materials, Pipes, and Fittings.*"

3. The sealed quotation can be submitted either:
 - a. In person by an authorized representative of the supplier, or
 - b. Through postal or courier services. Quotations sent via postal or courier must be received **by 12:00 PM on the 8th day** of publication. Late submissions will not be entertained.
4. Payment will only be made by the Users Committee **after delivery** and technical verification of the materials at ([.....]) the designated market/location. No security deposit or bank guarantee is required for this purpose.
5. Received sealed quotations will be opened on [..... date] at the Office of Rural/Municipal Executives (LG-1, LG-2 -----) in the presence of representatives from the Procurement Committee, LG representative, LGU staffs, and bidders or their representatives. Quotations will still be opened even if the bidder's representative is not present.

6. If the last date for submitting or opening the quotation falls on a public holiday, the activity will be carried out on the next working day.
7. Rates must be clearly written in both **figures and words**. In case of any discrepancy, the **amount written in words** shall prevail. Any corrections must be signed and stamped.
8. Apart from the designated fields in the quotation form, no additional notes or information should be written elsewhere.
9. Quotations that are **incomplete, improperly filled, or submitted after the deadline** will not be considered.
10. The Users Committee reserves the full right to **accept, reject, or partially accept** any quotation without providing any reason.
11. Additional terms and conditions are provided with the quotation form. All conditions shall follow the LACC Project Community Procurement Guideline (2025).
12. If any amendments are needed to this notice, they will be published on the **notice board** of the respective LG.
13. For more information, please contact the office of Rural Municipality/ Municipality or project Cluster Technical Support Unit [.....,].

Joint Procurement Committee

ANNEX 4: SAMPLE QUOTATION FORM

Regarding Submission of Sealed Quotation

Under the Rural Municipality/Municipality/**Local Adaptation to Climate Change (LACC) Project**, for theschemes to be implemented in Ward No. of this[name of the LG(s)], sealed quotations are invited from eligible and interested suppliers in accordance with the notice published on date 20..... newspaper, LACC Project websites www.laccp.org.np, and [..... LG websites] and [..... other online portal name here]. In addition to the conditions mentioned in the notice, the following provisions shall apply during the supply of various construction materials, pipe, fittings, and tools, as per the cost estimate approved by the Office of the local government:

1. The supplier must transport the materials to the user committee's warehouse located at (mention the place accessible by truck or tractor, market or location). While quoting rates, transportation costs must be clearly mentioned or included in the item rates. No additional transportation cost will be paid by the user committee beyond the quoted rate. All materials must be delivered within days from the date of agreement with the user committee (duration to be set by the district based on project size).
2. Writing outside the designated space in the quotation form or adding any remarks outside the prescribed sections is not allowed.
3. Supplied materials must meet the specified quantity, quality, and weight. Prior to transportation, materials can be inspected by technical personnel and procurement committee. If the materials are found non-compliant upon supply and inspection, the supplier must replace the items with the correct ones of the required quality at the same location without any extra cost and delay.
4. The user committee will make payments by cheque only after technical verification and certification of the materials. No advance payment will be made for material supply.
5. All supplied materials must have the **Nepal Quality Mark (NS)** if manufactured in Nepal, or the **ISI Mark** if manufactured in India. Specifications of the materials to be supplied are attached.
6. While quoting prices, both figures and words must be written clearly in Nepali currency without any overwriting, erasure, alteration or correction. In case of discrepancy, the amount written in words will prevail.
7. Suppliers must submit their quotations only on the quantity sheet certified by the procurement committee (Form No.). Quotations submitted on other documents will not be accepted.
8. Suppliers shall be responsible for paying all applicable taxes. A 1.5% advance income tax will be deducted at the time of payment, unless a revenue receipt for the same is submitted to the committee.
9. Suppliers may not include any conditions other than those mentioned by the user committee.

10. The sealed quotation must include certified copies of the firm's renewed registration certificate, VAT registration certificate, and updated tax clearance certificate.
11. The selected supplier will be notified within **3 days** of the decision date. The contract must be signed within **7 days** of notification, and the work order will be issued within **3 days** after the contract is signed.
12. The selected supplier must sign separate agreements with each user committee that published the notice and must supply materials accordingly. Payments will be made separately by each respective user committee.
13. If the supplier fails to deliver all materials to the designated location within days of contract signing or if it becomes clear that the supply cannot be completed, the user committee may terminate the agreement without any obligation to compensate the supplier.
14. If the selected supplier refuses to sign the agreement or causes significant delays in delivery after signing, affecting project progress, the user committee will request LACC Project to blacklist the supplier and recommend the Project management committee and Project support Unit to declare the supplier disqualified to submit sealed quotations for any other LACC Project schemes in any district in the future.

Procurement Committee

Names, addresses, and official stamps of all user committees publishing the notice

[Quotation form is attached]

SN	Description of materials	Unit	Total Required Quantity				Unit Weight	Required Specifications	Proposed Brand Name	Proposed Rate		Total Amount	Remarks
			[.....]	[Scheme Name]	[Scheme Name]	Total Qty				in Number	in word		
A	HDPE pipe												
1	HDPE pipe (20mm PN 20)	m											
2		m											
B	GI Pipe												
3		m											
4		m											
C	Fitting & Valves												
5		pc											
6		pc											
D	Other materials												
7	Cement	Bags											
8		m											
9		m											
E	Tools												
10		pc											
11		pc											
12		Pc											
Total Weight of materials xxxxxx Kg					Proposed Transportation Rate per kg NRS.....			Total					
Roadhead Location to transport the materials xxxx,xxxx,							VAT						
									Total Transportation cost				
									Grand Total				

.....
Signature

Bidder Name

Address

Contact Person

Stamp

Contact number

S N	Description of materials	Unit	Total Required Quantity				Unit Weight	Required Specifications	Proposed Brand Name	Proposed Rate		Total Amount	Rem arks
			...[Scheme Name]	...[Scheme Name]	...[Scheme Name]	Total Qty				in Numb er	in wor d		
A	HDPE pipe												
1	HDPE pipe (20mm PN 20)	m											
2		m											
B	GI Pipe												
3		m											
4		m											
C	Fitting & Valves												
5		pc											
6		pc											
D	Other materials												
7	Cement	Bag s											
8		m											
9		m											
E	Tools												
1 0		pc											

Local Adaptation to Climate Change Project
Community Procurement Guidelines

1													
1		pc											
2		pc											
3		pc											

Total Weight of materials..... Kg Proposed Transportation Rate per kg NRS.....

Road head Location to be received the materials,,

Signature

Name of the Bidder

Contact Person of Bidder

Contact number.....

Address.....

Stamp

VAT	
Total	
Transportation cost	
Grand total	

ANNEX 5: SAMPLE TABLE FOR COMPARATIVE QUOTATION EVALUATION

Based on the sealed quotation submission notice published in the newspaper dated [B.S. Date 20....], and following the evaluation of the bids submitted within the stipulated deadline, it has been observed that the supplier offering the lowest price is deemed suitable for selection. Therefore, it is recommended that the respective Users Committees make decisions accordingly.

Comparative Evaluation Table

Sn	Item	Cost Estimate				Supplier 1 [Name]		Supplier 2 [Name]		Supplier 3 [Name]		Supplier [Name]		Remarks
		Unit	Quantity	Rate	Total	Rate	Total	Rate	Total	Rate	Total	Rate	Total	
1	2	3	4	5	6	7	8	9	10	11	12
1														
2														
3														
....														
....														
Total														
NPR + or – than estimate														
Less or more than estimate (%)														

Based on the analysis above:

- Lowest bidder: [Supplier Name], Amount in figures: NPR [Amount], In words: [Amount in words]
- Second lowest bidder: [Supplier Name], Amount: NPR [Amount], In words: [Amount in words]
- Third lowest bidder: [Supplier Name], Amount: NPR [Amount], In words: [Amount in words]
-th lowest bidder: [Supplier Name], Amount: NPR [Amount], In words: [Amount in words]
-th lowest bidder: [Supplier Name], Amount: NPR [Amount], In words: [Amount in words]

Evaluators:

- Name: _____ | Position: _____ | Signature: _____ | Date: _____
- Name: _____ | Position: _____ | Signature: _____ | Date: _____
- Name: _____ | Position: _____ | Signature: _____ | Date: _____

ANNEX 6: SAMPLE NOTICE OF QUOTATION APPROVAL

[Name] Water Supply and Sanitation User Committee

[Rural Municipality/Municipality], Ward No. []

(Under the Local Adaptation to Climate Change Project)

Ref.

No.:

Dispatch

No.:

Date: [DD/MM/YYYY]

Subject: Notification of Bid Approval

To: Mr./Ms. [Supplier's Name]

This is to notify you that your bid submitted in response to the sealed quotation notice published on [Date] in websites or[Newspaper] and evaluated accordingly, has been approved by the user committee meeting held on [Date].

You are hereby requested to be present at [.....Location] before [.....Date] to sign the supply agreement as per the terms and provisions mentioned in the notice and bid documents.

Chairperson

[Name]

[User Committee Name]

ANNEX 7: SAMPLE CONTRACT AGREEMENT BETWEEN SUPPLIER AND USER COMMITTEE

[Name] Water Supply and Sanitation User Committee

[Rural Municipality/Municipality], Ward No. [__]

(Under the Local Adaptation to Climate Change Project)

Contract Agreement for Supply of Construction Materials

This agreement is made on [Date] between the [Name] User Committee (hereinafter referred to as "the Committee") and Mr./Ms. [Supplier Name] (hereinafter referred to as "the Supplier"), who has been selected based on the sealed quotation notice published on [Date] in websites or[Newspaper] and the user committee's decision dated on [Date].

The following terms and conditions are mutually agreed upon:

1. The supplier shall deliver the specified quantity of materials, pipes, and tools to the user committee's warehouse at [Location] by [Deadline]. If the delivery is delayed, the Committee reserves the right to terminate the agreement without any obligation to compensate the supplier.
2. The cost of transportation up to the **[Roadhead]** is included in the quoted rate, and the Committee shall not bear any additional transportation costs.
3. Supplied materials must meet the quantity, quality, and weight as per the specifications. If the materials are found to be substandard during inspection, the Committee will not make payment. The supplier must replace them at their own cost and without delay.
4. Payment will only be made after verification by the technical team and procurement committee at the designated roadhead.
5. The Committee shall deduct 1.5% of the total invoice amount as Tax Deduction at Source (TDS) and provide the supplier with a copy of the deposited voucher.
6. All materials produced in Nepal must have the Nepal Standard (NS) mark, and those from India must have the IS mark.
7. Any terms not mentioned here will follow the provisions of the approved bid form or the procurement guidelines of the Local Adaptation to Climate Change Project.
8. If the supplier causes significant delays in delivery, supplies materials of lower quality than the agreed standards after contract signing, affects project progress or quality, or violates the terms and conditions of the contract, the supplier will be disqualified from participating in future procurement processes for all LACC Project schemes. This disqualification will be based on the decision of any LACC Project-working Local Government Project Management Committee, following the recommendation of the scheme-level monitoring team, and will apply to all schemes in any local government under the LACC Project.
9. If any issue arises between the contracting parties, it shall be resolved through mutual agreement in written form

This contract has been prepared in two copies, and each party retains one signed original copy.

Executed on [Date].

Contract Location: [_____]

On Behalf of the Supplier:

Name: _____

Position: _____

Mobile _____ Number: _____

Signature: _____

Stamp: _____

On Behalf of the User Committee:

Name: _____

Position: Chairperson

Mobile _____ Number: _____

Signature: _____

Stamp: _____

Witnesses:

1. _____

2. _____

CC:

1. Accounts Section, [LG Name] Office
2. Local Adaptation to Climate Change (LACC) Project Cluster Technical Support Unit Office, [Location]

Attachments:

- Approved Quantity List of the Supplier

ANNEX 8: SAMPLE WORK ORDER TO BE ISSUED BY THE USER COMMITTEE

[Name] Water Supply and Sanitation/Irrigation/Forest/Agriculture User Committee

[Rural Municipality/Municipality], Ward No. [__]

(Under the Local Adaptation to Climate Change Project)

Ref.

No.:

Dispatch

No.:

Date: [DD/MM/YYYY]

Subject: Issuance of Work Order

To: Mr./Ms. [Supplier Name]

As per the contract signed on [Date] between the Committee and your firm for the supply of construction materials, pipes, fittings, and tools, you are hereby instructed to supply the approved quantity, sizes, and series of materials as per the specification and terms stated in the approved bid document by [Deadline].

Chairperson

[Name and UC Name]

**ANNEX 10: SAMPLE SELF-DECLARATION LETTER TO BE
SUBMITTED BY THE SUPPLIER**

Ref. _____ No.: _____
Dispatch _____
Date: [DD/MM/YYYY]

Subject: Self Declaration Letter

To:

[Name] Water Supply and Sanitation / Irrigation / Forest / Agriculture User Committee
[Rural Municipality / Municipality], Ward No. []
(Under the Local Adaptation to Climate Change Project)

Dear Chairperson of Procurement Committee,

We, [Supplier Name], hereby declare that, under the LACC Project:

1. We have not previously refused to sign contracts or provide materials and services as per our bid proposals.
2. We have delivered materials on time in all previous agreements with Users Committees under this project.
3. We have not supplied low-quality materials in any previous agreements with Users Committees.
4. We have not violated any contract terms in the past.

We also confirm that we have submitted along with this declaration:

- Copy of Value Added Tax (VAT) registration certificate
- Copy of firm registration or renewal certificate
- Copy of tax clearance certificate for the previous fiscal year
- Proof or bank voucher of the prescribed fee payment

We understand that if any of the above information is found to be false or fraudulent, we shall be disqualified from the bidding process without any objection or claim.

Signature of Authorized Person: _____

Name of Authorized Person: _____

Supplier Name and Address: _____

Stamp: _____

KEY CONSIDERATIONS TO BE ENSURED BY USERS COMMITTEE:

1. **No Sub-Contracting of Work:** The User Committee must not sub-contract the entire or partial scope of work they have taken responsibility for. If such sub-contracting is found, legal action will be taken according to the law.
2. **Settlement of Advance Before Next Installment:** The next tranche of advance payment for the project from the LG Executive Office will not be released unless the previously received advance is fully settled. At least the equivalent amount of work (as per technical evaluation) must be completed before a new advance is requested.
3. **No Loans from Project Funds or Materials:** Scheme funds or materials must not be lent to any employee, individual, or institution for purposes other than project implementation. Advances for project-related work must also be taken only with proper clearance and accountability.
4. **Unsettled Advance at Fiscal Year-End:** If any scheme extends into the next fiscal year, all work done with the current year's advance must be accounted for by Ashad 20 (mid-July). Otherwise, the remaining advance will be treated as an outstanding balance (Beruju) in the new fiscal year.
5. **Extension of Scheme Completion Deadline:** If the scheme cannot be completed within the stipulated time, the committee may request an extension with valid reasons/justifications. The Rural/ Municipality may grant this, but the extended period must not exceed the original contract cost, as doing so is against the law.
6. **Tax Deductions on Procurement and Transportation:** While purchasing construction materials, the committee must deduct 1.5% as advanced income tax from the total transaction amount paid to the supplier or manufacturer. This amount is deducted during the final installation by the Rural/Municipal Office. If the supplier needs a receipt, it can be collected at the end of the fiscal year. Similarly, 10% transportation and store rent tax must be deducted from the total transport and storage cost. These two taxes shall be deducted at the time of final payment by the local government.
7. **Individual Liability for Unauthorized Decisions:** If any representative or member acts independently without a committee decision, they shall be held personally liable for any resulting damage or losses. In case of misuse of scheme funds, all members of the User's Committee shall be held collectively financially responsible and required to repay the amount.
8. **Inventory Registration and Safe Storage:** All procured goods/materials must be recorded in the inventory ledger before use. Materials should be stored safely. The committee is responsible for any misuse or loss of these materials.
9. **Handling of Excess Materials:** If any materials remain unused after construction, the committee must decide in a public meeting of users to store them securely and must inform the Rural/Municipal Executive Office accordingly.

**PIM ANNEX 3 LOCAL GOVERNMENT LACC PROJECT
IMPLEMENTATION UNIT STAFF SELECTION &
MOBILISATION GUIDELINES**



Co-funded by
the European Union



SUOMI
FINLAND



LOCAL ADAPTATION
TO CLIMATE CHANGE
LACC PROJECT

LOCAL GOVERNMENT LACC PROJECT IMPLEMENTATION UNIT STAFF SELECTION & MOBILISATION GUIDELINES

September 2025

(PIM ANNEX-3)



Local Adaptation to Climate Change (LACC) Project
Local Government Unit Staff Selection and Mobilization Guidelines

Name of the project: Local Adaptation to Climate Change (LACC) Project

Duration of the project: 11/2024 -10/2029

Type of document: Local Government Unit (LGU) Human Resources Selection and Mobilization Guidelines

Date of submission: final draft September 2025; final December 2025

Approved by the Supervisory Board on: 26 September, 2025

Location: Birendranagar, Surkhet

Prepared by: Project Support Unit, Surkhet

Distribution of the report: Public

This publication was co-funded by the European Union. Its contents are the sole responsibility of the LACC Project and do not necessarily reflect the views of the European Union.

TABLE OF CONTENTS

1	Background	1
2	Role of Local Government in Project implementation	1
3	Steps for Human Resource Management at LG Level	4
4	Short Term Service Providers Selection Process	6
5	LGU staff Mobilization.....	7
5.1	Work Planning.....	7
5.2	Reporting	8
5.3	Field Monitoring	8
5.4	Annual Performance Evaluation	9
6	ANNEX 1 Terms of references of different positions.....	9
6.1	LACC Project Officer.....	9
6.2	Field Coordinator	11
6.3	Sub Engineer	14
6.4	Natural Resource Management (NRM) Facilitator	16
6.5	ASE/Water Resources Technician.....	18
6.6	Social Mobilizer.....	19
7	Other terms and conditions of LGU Staff.....	22
8	Code of Conduct of Local Adaptation to Climate Change Project	23
9	Sample of Notice for Vacancy Announcement	25
10	Application Format.....	27
11	CV Evaluation Criteria	31
12	Scoring Sheets	40
12.1	Written Test Score Compilation Sheet	40
12.2	Interview Scoring Sheet	41
12.3	Final Score Compilation Sheet	41
13	Template for Service Contract with LGU Staff.....	42

LIST OF TABLES

Table 1	Required human resources and roles	3
Table 2	Local Government Unit basic human resources requirements for LACC.....	6

ABBREVIATIONS

ASE	Assistant Sub Engineer	O&M	Operations & Maintenance
AWP	Annual Work Plan	PCO	Project Coordination Office
BCC	Behaviour Change Communication	PIM	Project Implementation Manual
CAO	Chief Administrative Officer	PMC	Project Management Committee
CAP	Community Action Plan	PSU	project Support Unit
CCA	Climate Change Adaptation	PTA	Parent Teachers Association
CFOP	Community Forest Operation Plan	RVWRMP	Rural Village Water Resource Management Project
CFUG	Community Forestry User's Group		
CR WSP	Climate Resilient Water Safety Plan	RWH	Rainwater Harvesting
CV	Curriculum Vitae	RWSSP-WN	Rural Water Supply and Sanitation Project in Western Nepal
DAG	Disadvantaged Group	SBS	Step-By-Step
DFO	District Forest Officer	SMC	School Management Committee
DRR	Disaster Risk Reduction	SVB	Supervisory Board
EU	European Union	TA	Technical Assistance
FC	Field Coordinator	ToR	Terms of references
FM	Forest Management	UC	User's Committee
GEDSI	Gender Equality, Disability and Social Inclusion	VMW	Village Maintenance Worker
HRBA	Human Right Based Approach	WRT	Water Resources Technician
ICS	Improve Cooking Stove	WSS	Water Supply Scheme
IWM	Improve Water Mill	WSST	Water Supply & Sanitation Technician
LF	Leader Farmer	WUMP	Water User Master Plan
LGE	Local Government Executive	WUSC	Water User's Committee
LGU	Local Government Unit		
LIP	Livelihood Implementation Plan		
LRP	Local Resource Persons		
M&E	Monitoring and Evaluation		
MAP	Medicinal and Aeronautical Plants		
MB	Measurement Book		
MFA	Ministry of Foreign Affair		
MIS	Management Information System		
MoFAGA	Ministry of Federal Affair and General Administration		
MoU	Memorandum of Understanding		
MS	Micro soft		
NGO	Non-Governmental Organization		
NRDF	Natural Resources Development Fund		
NRM	Natural Resources Management		
NTFP	Non-Timber Forest Product		

1 BACKGROUND

Competent authorities for the LACC Project are Ministry of Finance (MoF), Nepal, and the Ministry of Foreign Affairs (MFA) of Finland, represented in Nepal by the Embassy of Finland. The Ministry of Federal Affairs and General Administration (MoFAGA) serves as the executive ministry in coordination with participating local governments. MoFAGA is responsible for providing technical and managerial support to the local governments and ensuring effective coordination of all project activities. The implementation responsibility has been delegated to municipalities through a Memorandum of Understanding (MoU) between MoFAGA and the respective project municipalities. Under the MoU, local governments manage and mobilize financial and human resources to achieve the project's targets.

The Supervisory Board (SVB) is the highest decision-making body for the project. At the local level, the Project Management Committee (PMC) is responsible for planning, administration, and management of all project activities within municipalities. The Local Government executive office oversees technical monitoring of all project schemes and provides technical and other necessary support to communities for quality construction and operations & maintenance (O&M).

User Committees (UCs) of different kinds, e.g. forest, water supply, livelihood, sanitation, conservation etc. are responsible for implementing schemes, including financial administration and management of infrastructure projects, natural resource management, livelihood initiatives, and other relevant activities. Given the technical capacity and human resource availability in municipal offices, the project requires additional support from individual service provider hired by the PMC as Local Government Project Implementation Unit Staffs to support the project implementation, here after called LGU staff. The number and type of LGU staff depend on the LG's available workforce and the volume of planned activities for the fiscal year.

The PMC determines the required LGU staff support annually based on workload assessments, planned schemes, and the feasibility of mobilizing existing municipal personnel.

This guideline has been developed as a supporting document to the LACC Project Document and the LACC Project Implementation Manual (PIM) that provides guidance to the PMC on the minimum required human resources for project implementation, as well as procedures for their selection and mobilization.

2 ROLE OF LOCAL GOVERNMENT IN PROJECT IMPLEMENTATION

Local Governments, in support of the project management committee, execute the projects at local level. The scheme related activities are implemented by users' committees in support of local governments. To implement the project following participatory and GEDSI friendly approach, enough human resources of different discipline required to be mobilized in the field exclusively to implement LACC Project related activities. Since the LACC Project has multisectoral components to be implemented in the field, competent human resources should be mobilized from different sectors.

Generally, following human resources are required to implement the Project related activities in the field.

1. **Project and Financial Management:** PMC, CAO, relevant sections of the Local Government and financial management section of the LG. This support will be provided by existing LG staff on a part-time basis.
2. **Reporting, Field Management and Team mobilization:** The Local Government appoint an officer level (Level six) assign to work exclusively for LACC Project as a “LACC Project Officer” from the available existing pool of staff or hire an officer to look after the project. The officer must have experience working with participatory planning and decision making, WASH, livelihood and NRM.
3. **Engineering Survey, Design and Evaluation:** To implement infrastructure related works of different water supply, irrigation and conservation related schemes, livelihood infrastructures and improved cooking stoves and improved water mills, the Local Government shall appoint qualified sub-engineers exclusively to work for LACC Project. Considering the workload of the municipalities’ regular program, the sub-engineer shall be hired for the LACC Project.
4. **Technical Supervision of Construction work:** Depending upon the number of construction activities in the field, number of Water Resources Technician are needed to be managed by the Local Government to work exclusively for LACC Project. One Water Resource Technician can take care of up to five construction activities at a time maintaining geographical accessibility.
5. **Social Mobilization and Capacity Building Activities:** There are number of social mobilization and capacity building activities to be conducted at community level. All the activities in the field should follow Step-by-step approach ensuring GEDSI integration and action plan. For this purpose, field coordinators and social/community mobilizers are needed.
6. **NRM related activities:** Natural Resources Management (NRM) related activities, such as source conservation, afforestation and reforestation, soil-erosion and landslide control, agroforestry and other relevant activities shall be implemented by LACC Project in prioritized watershed of working municipalities. The NRM facilitator (Forestry) in technical guidance and support from NRM experts shall facilitate planning and implementation of such activities together with training and capacity building of the beneficiaries, UCs, CFUGs and so on. While implementing the activities in the field, step-by-step manual and NRM approach of the Project shall be followed.
7. **Livelihood Related Activities:** LACC Project shall implement both on-farm and off-farm related livelihood activities in the prioritized watershed area. The activities shall include home garden management, commercial vegetable farming, value chain establishment, agroforestry, micro enterprises, and other relevant activities as planned in AWP of the project. In addition, capacity building of farmers, UCs, CFUGs and other relevant actors at the watershed and Local Government level shall be the major responsibility of the NRM Facilitator/Field Coordinator. For the purpose, a NRM facilitator having experience in agroforestry, agriculture, value chain and micro-enterprise management shall be

hired/assigned by the Local Government to work exclusively for the LACC Project is required to facilitate the activities.

Table 1 Required human resources and roles

SN	Roles	Required Human Resource
1	Project and Financial Management	Chief Administrative Officer (Part Time) Infrastructure Development Section Chief (Part Time) Agriculture Section Chief (Part Time) Environment Section (Part Time) Accounts Officer/Accountant (Part Time)
2	Reporting, Field Management and Team mobilization	Project Officer – Full Time for LACC Project (Officer - sixth level)
3	Engineering Survey, Design and Evaluation:	Sub-Engineer – experienced in water resources projects (WSS, Irrigation and bioengineering) (Assistant – Fifth level) (In addition to Technical Officer from the Project)
4	Construction Supervision	Water Resources Technician (WRTs) – experienced in WSS and Irrigation – required number of persons shall be decided as per the numbers of schemes, size of the schemes and locations based on the annual work plan (AWP). (Assistant – Fourth level)
5	Capacity Building and execution of Step-By-Step and GEDSI approach	Field Coordinator – Experience in WSS, NRM (forestry or agriculture) Planning, Community Mobilization, GEDSI and training facilitation (Maximum 1 per LG as per requirement) (Assistant – Fifth level) Community Mobilizers - Experience in WSS, NRM, Planning and Community Mobilization (Max. 2 per LG) (Assistant – Fourth Level)
6	Training on livelihood, NRM and implementation of the activities	NRM Facilitator – Agriculture/Forestry/Agroforestry background (Intermediate diploma/ 10 +2 in Agriculture or Forestry (Assistant – Fifth level) (One per LG) Note: Forestry or Agriculture sectoral human resources will be alternatively managed with Field Coordinator, determined by PMC annually based on workload on AWP

All the positions hired exclusively for the LACC project shall be contracted only for the Project and the LG shall not take any responsibility to continue those staff after phasing out of the Project.

It is not mandatory to fill all the positions mentioned in Table 5 above. The required number of staff should be determined based on the availability of existing regular employees at the local level who meet the minimum qualifications and experience specified by the project and can be deployed on a full-time basis for the project. This decision shall also consider the workload in accordance with the approved annual budget and program. The final determination shall be made as per the decision of the Local Government Project Management Committee.

3 STEPS FOR HUMAN RESOURCE MANAGEMENT AT LG LEVEL

Local Governments may hire staff for LACC Project implementation to achieve annual targets and goals, ensuring compliance with the project's approaches, guidelines, and standards. Considering time constraints and the need for efficient recruitment, LGU staff recruitment may also be conducted jointly for all Local Governments within a LACC Project Cluster/subcluster, based on the decision of each Local Government's Project Management Committee (PMC).

In such joint recruitment, each Local Government will publish its own vacancy notice, and applications will be collected in sealed form to the LACC Project Cluster Technical Support Unit. Shortlisting and interviews will be carried out separately by each Local Government Recruitment Committee, in accordance with this Guideline. However, a common written examination will be administered jointly for all shortlisted candidates applying for the same position across the cluster/subcluster. Each Recruitment Committee will then recommend the final selected candidates and waiting list to its respective PMC.

The steps outlined below must be followed in both joint (cluster/subcluster-level) and individual recruitment processes.

Step 1: Based on the work volume of the fiscal year, PMC shall decide on the required number of human resources required to implement LACC Project related activities in the LG.

Step 2: The PMC shall first assess whether it is possible to assign any of the local government's regular full-time staff exclusively for LACC Project implementation. Based on this assessment, the PMC shall then determine the type and number of human resources required. Among them, the PMC shall identify which positions can be covered by existing LG staff and which positions need to be hired as additional LGU staff to support project implementation. The costs of these LGU staff shall be covered by the NRDF, in accordance with the approved annual work plan. It is important to note that any LG regular staff member assigned to LACC Project must meet the minimum education and experience requirements outlined in this guideline to effectively facilitate LACC Project activities in the field. The Terms of Reference (ToR) for all required positions are provided in **Annex 1**.

Step 3: The PMC shall form a three-member Recruitment Committee comprising two members from the LACC Project TA team (one representative from the PSU and one from the Cluster Technical Support Unit) and one representative from the Local Government. The coordinator of the recruitment committee shall be from the Local Government, and the Local Government nominee must hold a position at least one level higher than the position being recruited. Relevant sector specialists from PMC member agencies may be invited to participate in the interview process as needed. The scoring sheets for shortlisting, written examinations, interviews, and final results shall be approved by the PMC before the shortlisting process begins.

Step 4: Vacancy Announcement: Minimum 15 days' notice in local and/or regional newspaper or national newspaper should be published mentioning the required qualification and experiences. The notice shall also be published on the Local Government/LACC Project website and/or job portals. Sample of vacancy notice is presented in **Annex 4** and application format in **Annex 5**.

Step 5: Short Listing: The evaluation committee shall evaluate the applications in reference to submitted evidence and short list the candidates in 1:3 proportion as far as possible. The Scoring criteria for shortlisting shall be as follows. CV evaluation criteria are presented in **Annex 6**.

The candidates who don't meet minimum criteria shall be shorted out¹ as per published notice and the criteria mentioned in Table 2 of the guidelines.

Further evaluation of eligible candidates shall be computed on the following basis using a standard evaluation sheet. All the scoring shall be done based on the evidence submitted and the working period as intern or on the job trainee or volunteer shall not be considered as working experience.

Academic Qualification	10
Relevant working experiences including training	60
GEDSI consideration	30

Merit list of the candidates shall be prepared and top scorers (1:3) candidates shall be informed for written test and interview with a minimum 5 days' notice period. The name list of shortlisted candidates shall be published on the Local Government's notice board.

Step 6: Written Test and Interview: Evaluation team shall carry out written test and interview in the same day. The setting of written test questions shall be done with the help of sector specialists confidentially. Both objectives and subjective type of questions shall be asked, and the negative scoring system shall be applied for objectives type of questions. Interview of all shortlisted candidates shall be done on the same day of the written test. The Standard Public Service Commission scoring system shall be applied for the interview.

Step 7: Final Scoring: After completion of all the tests, marks obtained by the candidates shall be computed on the following basis.

CV evaluation	15%
Written test	50%
Interview	35%

The recruitment committee shall finalize the process immediately after completion of all tests and submit the result to PMC with recommendation. A list of waiting candidates shall also be recommended. The waiting list shall be valid for six months of recruitment. PMC may decide to hire candidates from the waiting list, on a merit basis if the Local Government needs similar types of human resources within the validity period of the waiting list. Scoring criteria for written test and interview is presented in **Annex 7**.

¹ The recruitment committee may disqualify the candidates who had poor track record working with previous Finish fund project or had serious violation of project code of conduct in the past or disqualified by CIAA and other authorized government agencies.

Step 8: PMC shall decide on recruitment based on the recommendation of recruitment committee and publish the notice of successful candidates and at least one person as waiting candidate.

Step 9: The Local Government office shall appoint the successful candidate in annual performance-based contract (*karyasampadanma adharit karar samjhauta*) in prescribed format. Extension of the contract for next year shall depend upon the annual performance of the individual staff and the requirements of the staff for next year. If no activities matched with the position are planned in the annual work plan for next fiscal year the contract of those staff shall not be renewed. Template of service contract is given in **Annex 8**.

4 SHORT TERM SERVICE PROVIDERS SELECTION PROCESS

Short-term service providers are generally recommended to select from the roster or waiting list of previous selection process. PMC may use the list of previously contended candidates as roster. PMC shall ensure the competency of the candidate through CV evaluation, written and interview before hiring such people. It's recommended to have an output-based contract with such service providers.

The tenure of such service providers should be limited to a maximum of six months. No short-term service providers shall be hired to complement the regular jobs of other LGU staff.

The fee of such service providers shall not be more than the fee of existing LGU staff in the local government. Short-term service providers are not entitled to get other facilities other than basic service fee.

Table 2 Local Government Unit basic human resources requirements for LACC

N	Position	Level/Number	Duty Station	Minimum Education Qualification and work experience ²
1	LACC Project Officer	Officer – Sixth Level – One	Office of the Local Government	Bachelor’s degree in relevant discipline. Minimum five years’ experience in WASH, Natural Resources Management, Agriculture sector planning and capacity building activities.
2	Field Coordinator	Assistant – Fifth Level – Max. One, depends on workload	Office of the Local Government	Diploma level/10+2 or Higher Secondary in Agriculture or Forestry or Rural Development or social science or other relevant discipline. Minimum five years’ experience in WASH, Natural Resources Management, Agriculture, Forestry sector planning and capacity building activities.
3	Sub-Engineer	Assistant – Fifth Level – One	Office of the Local Government /ward level	Intermediate Diploma in Civil Engineering. Minimum three years’ experience on WASH, irrigation, Natural Resources Management, Agriculture livelihood sector schemes

² Details provided in Annex 1

				engineering survey design and construction supervision.
4	NRM Facilitator	Assistant Fifth Level One	– Office of the Local Government /ward level	Intermediate Diploma/10+2 in Agriculture or Forestry Minimum three years’ experience in Natural Resources Management, Agriculture, Forestry, livelihood sector planning and implementation of Agriculture or Forestry and Agroforestry related activities in the field.
5	ASE/Water Resources Technician (WRT)	Assistant Fourth Level Two-Three ³ 2 or More	– Wards/Scheme based	Technical SLC/SEE on Civil Engineering or Minimum 30 Days training on WSST from the recognized development agency/institute. Minimum two years’ experience on implementation of water supply, irrigation or other infrastructure works in the field.
6	Social Mobilizers	Assistant Fourth Level Two-Three ⁴	– Wards/Scheme based	SLC/SEE/TSEE or equivalent Minimum two years’ experience in capacity building, social mobilization, NRM (Agriculture), Planning, livelihood etc.

5 LGU STAFF MOBILIZATION

A) WORK PLANNING

- The Annual Work Plan (AWP) for the fiscal year serves as the foundation for the individual work plans of LGU staff to support project implementation.
- Once the AWP is finalized, detailed steps for each activity based on the step-by-step approach of various interventions will be listed and annexed to the LGU staff’s annual contracts. These activities will form the basis for evaluating the annual performance of LGU staff. To ensure the annual work plan is realistic and achievable, it must include all planned activities, timelines, responsible persons/agencies, required budget, expected contributions, and more. The seasonal (agricultural) calendar of the user communities must be considered during the planning process.
- All activities planned for the fiscal year should be broken down into quarterly-based plans, prioritizing them accordingly.
- Based on the quarterly breakdown, LGU staff shall prepare monthly and bimonthly work plans through progress review and planning meetings held at the local government (LG) and cluster level. These meetings will be facilitated by the Local Government Unit (LGU) with the participation of Technical Assistance (TA) Advisors and Natural Resource Management (NRM) Experts. LGU staff are required to strictly follow the agreed plans and allocate their time input

³ The numbers depend upon the number of water supply, irrigation, and other infrastructure activities.

⁴ The numbers depend upon the number of schemes/settlements in the working area.

accordingly. Timely and quality completion of activities, in line with the Step-By-Step (SBS) approach, will serve as a key criterion for the annual performance evaluation.

- All scheme-level activities shall be implemented in alignment with the Community Action Plan (CAP) prepared for each individual scheme. For detailed guidance, the relevant Step-by-Step (SBS) Manual shall be referred to.
- To make the smooth implementation of WASH, Agriculture and Natural Resources Management activities in the field. Local Resources Persons (LRPs) shall be mobilized from NRDF, utilizing their experience, skill and capacity.

B) REPORTING

LGU staff shall submit the following reports to designated LG unit:

- **Monthly Progress Report:** The report shall be submitted every month in the prescribed format and must be received before the scheduled monthly meeting. The report shall include: (i) progress against the plan for the reporting period, (ii) plan for the following month, (iii) problems faced, (iv) critical issues, and (v) support required. It should also provide detailed information on scheme-wise physical progress, financial status, and LGU staff working days. The progress review and work planning at the monthly meeting will be based on the reports submitted by the field team
- **Reports on special events** shall be submitted immediately upon completion of the respective activities.

C) FIELD MONITORING

Field monitoring of the activities carried out by LGU Staff shall be done as mentioned in **PIM**. LGU staff team shall be actively participating in the monitoring visit. Following monitoring visits should be made to assess the quality of service provided by LGU Staff:

Scheme Level Monitoring: Scheme level monitoring is carried out as per **Step-by-Step process**. The information collected and suggestions provided to the LGU Staff shall be the basis for performance evaluation. Written suggestions and recommendations shall be provided to field team, and those recommendations shall be verified in next visit. The scheme level monitoring visiting team shall be nominated by PMC.

LG Level Monitoring: LG level monitoring is done annually by Monitoring Task Force. The team shall observe and monitor all the aspects in the LG, and the quality, quantity and process are monitored in participatory way through mass meetings, focus group discussions, quality inspection and bookkeeping and recordings inspection. The findings of the monitoring are recorded in monitoring books and signed by all the team members. It's the official document for annual performance evaluation. Written suggestions and recommendations shall be provided to field team, and those recommendations shall be verified in next visit.

Follow-up and Special Visits: In addition to the official monitoring visits, staff from LG, PCO, LACC Project, and other relevant agencies may also visit the field. During such visits, the visiting member shall hold meetings with the LGU staff team to review progress and discuss the status of implementation of recommendations provided during previous monitoring visits.

D) ANNUAL PERFORMANCE EVALUATION

Performance review of LGU Staff is a regular process, and the annual performance evaluation shall be made based on performance and results carried out by the LGU Staff throughout the year. Performances of LGU Staff shall be assessed during each monitoring visit of different schemes and analyzing their reports. Final performance evaluation shall be made annually, by the team assigned by PMC. The final evaluation shall be approved by PMC.

LGU Staff performance evaluation is done on an individual basis. Considering the difference in nature of job and responsibilities, the scoring system shall be designed based on their individual responsibility as per ToR. The project indicators and agreed ToR shall be taken as basis for annual performance evaluation. The following indicators shall be the basis for annual performance evaluation.

- Timely completion of Planned Activities of individual responsibility
- Quality of Work
- Pursues of step by step, PIM and other project guidelines.
- Regularity and moral conduct of staff
- Reporting & quality of the report

LGU Staff obtaining score more than 90 could be rewarded 10% of annual basic salary subject to approval of PMC. PMC may decide on rewards and punishment based on the result of the performance evaluation and shall be a basis for the extension of the contract of individual staff for the next fiscal year.

ANNEX 1 TERMS OF REFERENCES OF DIFFERENT POSITIONS

A) LACC Project Officer

Position	LACC Project Officer – Officer 6th level
Employer	Office of LG Executive (Karyapalika Karyalaya)
Duty Station	Office of LG Executive with extensive travel in project working area within the Local Government. Also, may need to travel to other LGs as per the need.
Period	Annual Contract (possible renewal based on annual performance evaluation till the end of the project period)
Accountable to	Chief Administrative Officer (CAO)
Reporting to	Local Government Project Management Committee - PMC (through CAO of LG and TA Advisor of LACC Project)

**Local Adaptation to Climate Change (LACC) Project
Local Government Unit Staff Selection and Mobilization Guidelines**

Academic qualification Minimum bachelor's degree in civil engineering, social science, management, rural development, NRM, or other relevant discipline

Professional experience

- Minimum 5 years of work experience in community development in local level planning & management, or water resources/natural resources management activities, preferably under local government.
- Work experience in projects of a similar nature, particularly those funded by Finnish or EU agencies, will be considered an additional advantage.

Other Skills

- Excellent social mobilization & training facilitation skills.
- Good in written and spoken English and Nepali with command in local language.
- Good reporting skills in Nepali & English.
- Good computer skills (MS Office).
- Web and Mobile App based (Activity Info, KOBO Collect, mWater etc) data collection and reporting skill

Duties

- Contribute, support, and encourage the Local Government to formulate different plans and strategies (Water Resources, Livelihood, Agroforestry, CCA/DRR, Disaster Risk Management, O&M/sustainability, MIS, etc.) and support for effective implementation,
- Keep the Local Government officials and decision-makers informed about the development opportunities available with the LACC Project,
- Encourage and assist in the joint implementation of LACC Project interventions.
- Assist the Local Government in annual planning, monitoring and reporting in relation to the LACC Project interventions.
- Compile and verify different progress reports including Natural Resources Development Fund (NRDF) status and report to LG-PMC ensuring the quality of data.
- Support Local Government submitting periodic reports to the MoFAGA through cluster office/PSU in timely manner.
- Ensure that all the LACC Project interventions follow PIM and step-by-step process and implement LACC Project approaches while implementing them in the field.
- Ensure GEDSI and HRBA principles of the LACC Project are properly implemented in the field, especially during schemes selection, construction and other decision-making processes.
- Ensure that all the schemes planned for implementation under LACC Project funding adhere with inclusive seven-steps planning process of the local government. Mobilize LGU Staff team to facilitate the planning process in the field in close coordination with ward committees, tole development committees, CFUG and other stakeholders.
- Assist the LG officials to access and use the MIS systems availed to them by LACC Project. Ensure and support timely reporting of results.
- Assist the LG accountant in financial reporting of the NRDF, when necessary.
- Keep the Local Government officials and decision makers informed about the LACC Project guidelines and policies.

**Local Adaptation to Climate Change (LACC) Project
Local Government Unit Staff Selection and Mobilization Guidelines**

- Coordinate with other organizations for possible collaboration and resource sharing in the LG.
- Maintain good harmony and coordination in between the project team, LG officials, DFOs and other stakeholders for timely completion of planned activities.
- Analyze the need for capacity building activities in LG officials/stakeholders/wards and suggest activities for the Annual Work Plan.
- Participate as a team member in annual performance evaluation of other LGU Staff.
- Assist in organizing PMC meeting and prepare minutes of the decisions.
- Prepare proposals of workshop/trainings according to approved AWP and for approval process and fund management. Maintain the transparency of expenditures and advance settlement on time.
- Supervise and monitor the AWP activities with ensuring quality and following the project norms in the field.
- Mobilize the field staff as per detail implementation plan and monitor their work performance through monthly meetings and field visits. Ensure project's code of conduct being followed by all project/field staff.
- Ensure the project guidelines (PIM, SBS, GEDSI/HRBA, etc.) are being followed properly at all stages of project implementation.
- Any other duties towards achievement for project results are assigned by the Supervisor.

B) FIELD COORDINATOR

Position	Field Coordinator – Assistant 5th level
Employer	Office of LG Executive (Karyapalika Karyalaya)
Duty Station	Office of LG Executive with extensive travel in project working area within the LG or any of the ward office of the Local Government (as per need)
Period	Annual Contract (possible renewal based on annual performance evaluation till the end of the project period)
Accountable to	Chief Administrative Officer (CAO) and TA Advisor
Reporting to	LACC Project Officer & TA Adviser/NRM Expert of LACC Project
Academic qualification	Diploma level/10+2 or Higher Secondary in Agriculture or Forestry or Rural Development or social science or other relevant discipline.

Professional experience

Minimum five years' experience in WASH, Natural Resources Management, Agriculture, Forestry sector planning and capacity building activities preferably under local government.

Work experience in projects of a similar nature, particularly those funded by Finnish or EU agencies, will be considered an additional advantage.

Other Skills

- Excellent social mobilization & training facilitation skills.
- Good in written and spoken English and Nepali with command in local language.
- Good reporting skills
- Basic computer skills (MS Office).
- Web and Mobile App based (Activity Info, KOBO Collect, mWater etc) data collection and reporting skill

Duties and responsibilities

Field Coordinator is mainly responsible to coordinate, supervise/monitor and manage the schemes/livelihood/natural resources management community level activities at of the project at assigned wards of the Local Government. He/she is full time field-based staff. Field Coordinator (FC) will perform following tasks under direct supervision & guidance of LACC Project Officer.

Planning & implementation

- Support LACC Project Officer in project annual planning ensuring that all the activities are selected through tole/settlement and ward level planning process following inclusive seven step planning process.
- Prepare detail implementation plan of approved AWP activities and implement the agriculture or NRM activities in coordination with other stakeholders as planned timeframe.
- Organize mass meeting at ward/scheme level and disseminate information about LACC Project; in respective scheme/activities.
- Assist in formation of UCs/FGs/CFUGs as GEDSI/HRBA guideline and support to prepare the statute and registration process, and Operational bank account opening.
- Support and ensure the initial O&M fund as per s-b-s process before Implementation phase agreement of Schemes; and facilitate opening the O&M account in reliable local cooperative.
- Assist UCs in transportation and proper store management of construction materials (local/non-local) at scheme site.
- Regularly follow-up the implementation progress of project activities; Support the UCs/FGs/CFUGs for community mobilization, CAP review and provide backup support to complete all activities in given timeframe.
- Contribute and assist UCs/users in solving disputes existing at the scheme level (if any) in close coordination with LG officials.
- Facilitate the community in selection of participants for technical training (VMW, Leader Farmers, Multi-Purpose Nursery caretakers, masons, Pump Operators, Forest Caretakers, Local Resource Persons etc.); Create an environment for VMWs that ensures their involvement in

livelihoods opportunities i.e. Leader Farmer, income generating activities, micro enterprises etc.

- Assist UCs/FGs/CFUGs for maintaining the institutional governance through proper bookkeeping, meeting minutes, scheme board, public hearing/auditing and participation of women and disadvantage groups in meetings/campaigns.
- Support UCs/Users in preparation of O&M, CFOP, business plan and along with CR-water safety plan in water supply schemes. Facilitate and follow up the implementation of plans and support UCs for linkage development with concern agencies for sustainability of water services.
- Facilitate and encourage the cooperatives officials to expand the business portfolio and assist them to outsource the external resources linking UCs and CFUGs into cooperatives.
- Capacity Building, Coordination collaboration and synergy building
- Analyze the need for capacity building activities for scheme/communities and suggest in AWP.
- Conduct various trainings for Scheme/ward level stakeholders (UC, COs, Cooperatives, CFUGs, FGs etc.) as approved work plan; Facilitate as a resource person and support to develop course content/IEC materials.
- Assist and capacitate Users Committees, Forestry Groups, Community Forestry Users Groups, Cooperative in proper financial management/bookkeeping and Nonlocal materials procurement process, transportation, store management; meeting minutes, other records keeping.
- Support and facilitate Community based organizations for affiliation in cooperative to promote income generating and micro finance activities for better rural livelihood and to raise the O&M fund of the completed schemes for sustainability.

Monitoring and reporting

- Plan and participate in scheme level monitoring process ensuring Step-By-Step and ensure the monitoring feedback are properly and timely implemented.
- Coordinate with and facilitate health post/FCHVs, schools and other organizations working in the LG for public health and GEDSI issues monitoring (sanitation & hygiene behavior, nutrition, menstrual hygiene, gender-based violence, right of person with disability etc.); closely monitor the performance of Self-monitoring tools (HH and schools) outputs/impact.
- Ensure quality implementation of AWP activities as per SBS and project guidelines.
- Regularly follow up and report on the climate resilient water safety plans and sustainability status of schemes.
- Compile and support to prepare monthly progress report of project activities including next month's plan for monthly meeting. Ensure issues raised, community feelings, good practices introduced, and lessons learnt from reporting period are followed up in implementation of the project activities.

Others

- Support in reviewing bills and other documents of UCs/programs in close coordination with LACC Project Officer for necessary action. Also facilitate UCs for payments to Users/Suppliers.
- Prepare proposals of workshop/trainings of agriculture, forestry and water resources activities according to approved AWP and forward to LACC Project Officer for approval process. Maintain the transparency of expenditures and advance settlement on time.

- Support in mobilization of field staff as per detail implementation plan and provide technical guidance in the AWP activities through monthly meeting and field visits.
- Perform and support base line, end line and other data collection as per the project's requirement.
- Any other duties assigned by the supervisor towards achieving the project's results.

C) SUB ENGINEER

Position	Sub-Engineer – Assistant 5th level
Employer	Office of LG Executive (Karyapalika Karyalaya) for LACC Project
Duty Station	Office of LG executive with extensive travel in project working area within the Local Government
Period	Annual Contract (possible renewal based on annual performance evaluation till the end of the project period)
Accountable to	Chief Administrative Officer (CAO)
Reporting to	LACC Project Officer, TA Technical Officer/NRM Expert and Infrastructure Development Section Chief
Academic qualification	Intermediate Diploma in Civil Engineering or other relevant discipline

Professional experience

- Minimum three years of experience on community based rural water supply & sanitation, irrigation, bio-engineering and other infrastructure development activities (Survey, Design, supervision/monitoring, and evaluation etc.).
- Work experience in projects of a similar nature, particularly those funded by Finnish or EU agencies, will be considered an additional advantage.

Other Skills

- Excellent social mobilization & training facilitation skills.
- Good in written and spoken Nepali with command in local language.
- Good command in design software and tools (like DGPS, GPS) for rural water supply and irrigation
- Web and Mobile App based (Activity Info, KOBO Collect, mWater etc) data collection and reporting skill
- Auto-CAD skills
- Basic computer skills (MS Office).

Duties and Responsibilities:

Sub-Engineer, in close collaboration with Technical Officer (TO) of the project, is responsible for carrying out scheme related technical job at LG level. He/she will perform following tasks under direct Supervision and Guidance of TA Advisor/NRM Expert of the project and LG Engineer in close coordination with LACC Project-Officer and other Field staff.

Planning & implementation

- Support and contribute to feasibility study of the schemes prioritized in the WUMP and Support LACC Project-officer in project annual planning.
- Support preparing and finalizing the scheme layout plan; briefing the technical part of the schemes to Users/UCs through mass/UCs meetings.
- Carry out detailed survey, prepare design and cost estimate of water schemes considering the DRM/CCA measures and following LACC Project technical norms. Ensure the MUS application is as much as possible.
- Participate and support UC in CAP preparation & review.
- Support to WRT/masons for layout of structure as per approved design drawings.
- Prepare procurement documents for external materials and facilitate UC for construction materials procurement process and ensure the quality of construction material (local and non-local).
- Support and facilitate UC and other field staff to prepare water safety plan and its implementation

Building, Coordination and Synergy building

- Coordinate regularly with Local Government technical team and project TAA/NRM Expert for technical backstopping, support, and facilitation.
- Facilitate UC in selection of technical training participants, and act as resources person in designed technical training and provide technical orientation to users group of the scheme for regular O&M.
- Maintain good harmony and coordination with project team, LG officials, and other stakeholders for timely completion of planned activities.
- Participate in monthly progress review/planning meeting at LG office.

Monitoring, Evaluation, and reporting

- Supervise and monitor the water resources technicians, construction activities ensuring the workmanship and quality of construction work as per standard, norms, and design.
- Evaluate and prepare the measurement book (MB), scheme completion report and submit to concern authority for final approval with recommendations for payments to UCs.
- Support and facilitate different monitoring visits at different stages in the schemes within the Local Government.
- Regularly follow up on the climate resilient water safety plans and sustainability status of schemes.
- Produce technical/physical progress reports including technical issues, evidence base reporting and submit to LACC Project-Office, NRM Expert and LG Engineer regularly.

- Prepare the technical report required to support UCs in public hearing & auditing and local payments including other technical duties as specified in SBS manual.

Others

- Perform and support technical base line, end line and other data collection as per the project's requirement.
- Ensure the project guidelines (PIM, SBS, GEDSI/HRBA etc.) being followed properly while implementation of project activities.
- Any other duties towards achievement for project results are assigned by the Supervisor.

D) NATURAL RESOURCE MANAGEMENT (NRM) FACILITATOR

Position	NRM Facilitator – Assistant 5th Level
Employer	Office of LG Executive (Karyapalika Karyalaya) for LACC Project
Duty Station	Office of the LG Executive, with extensive field visits across the project working area within the LG
Period	Annual Contract (Renewable based on performance and project duration)
Accountable to	Chief Administrative Officer (CAO)
Reporting to	LACC Project Officer & TA Adviser/NRM Expert of LACC Project
Academic qualification	Intermediate Diploma/10+2 in Agriculture or Forestry

Professional experience

- Minimum three years' experience in planning and implementation of Agriculture or Forestry and Agroforestry related activities in the field
- Work experience in projects of a similar nature, particularly those funded by Finnish or EU agencies, will be considered an additional advantage.

Other Skills

- Excellent social mobilization & training facilitation skills.
- Good in written and spoken Nepali and fair English with command in local language.
- Web and Mobile App based (Activity Info, KOBO Collect, mWater etc) data collection and reporting skill

Duties and Responsibilities:

The NRM Facilitator serves as the key technical focal person at the local government level for implementing activities related to livelihoods, agriculture, forestry, agroforestry, and natural

**Local Adaptation to Climate Change (LACC) Project
Local Government Unit Staff Selection and Mobilization Guidelines**

resource management (NRM) under the LACC Project. Working in close coordination with the Agriculture, Environment, and Enterprise Development sections of the LG, and the NRM Expert, the NRM Facilitator will support planning and implementation of integrated watershed/sub-watershed level interventions promoting climate-resilient livelihoods and conservation.

- Identify local livelihood opportunities and support LGs in preparing and implementing Livelihood Implementation Plans (LIPs)
- Promote and support home gardens, seasonal and off-season vegetable production, and income-generating activities
- Facilitate technical training programs (e.g., vegetable production, polyhouse, agri-input use, local resource persons)
- Assist cooperatives and farmers' groups in developing value chains and establishing market linkages
- Backstop Livelihood Promoters and Local Resource Persons (LRPs) for agribusiness and micro-enterprise development
- Develop training content and provide capacity-building support to Agri-input suppliers and extension agents
- Strengthening marketing committees and promoting local-level agricultural workshops and linkages with service providers
- Support LGs and CFUGs in identifying conservation issues and preparing relevant plans and budgets
- Facilitate multi-purpose nursery establishment, spring source protection, plantation, forest fire and grazing management
- Provide technical support for CFOP/Leasehold Forest plan preparation, silviculture, and biodiversity conservation
- Promote forest-based green enterprises using NTFPs, MAPs, herbs, and support their market integration via cooperatives
- Facilitate sustainable forest management training and policy orientations for CFUGs
- Coordinate with Division/Sub-Division Forest Offices and Parks for technical support and synergy
- Support NRM Experts and LGs in participatory planning at watershed/sub-watershed/catchment level; community mapping, vulnerability assessments, issue prioritization, and integrated plan development
- Organize community workshops, tole-level planning, and facilitate implementation in coordination with line agencies
- Conduct regular monitoring, reflection meetings, and document learning, challenges, and recommendations
- Promote inclusive participation of marginalized groups, women, persons with disabilities, and youth in all interventions
- Support rural advisory services at LG level in coordination with multiple stakeholders
- Ensure regular documentation and reporting of livelihood and agroforestry/conservation activities to LACC Project Officer
- Participate in monthly coordination and review meetings at the LG office
- Perform any additional tasks assigned by the Supervisor for achieving project objectives

E) ASE/WATER RESOURCES TECHNICIAN

Position	ASE/Water Resources Technician – Assistant 4 th level
Employer	Office of Municipal Executive (<i>Karyapalika Karyalaya</i>) for LACC Project
Duty Station	Assigned ward office or scheme area (as per need)
Period	Annual Contract (possible renewal based on annual performance evaluation till the end of the project period)
Accountable to	Chief Administrative Officer (CAO) and LACC Project Officer
Reporting to	Sub-Engineer and LACC Project Technical Officer
Academic qualification	TSLC in civil engineering from CTEVT or completion of at least 30 days water supply and sanitation training from recognized institution /development agency or other relevant discipline.

Professional experience

- Completion of at least 3 community-based water supply or irrigation schemes independently and having 2 years of minimum experience in the water resource sector, construction.
- Experience with renewable energy, sanitation & hygiene, and water quality an advantage.
- Work experience in projects of a similar nature, particularly those funded by Finnish or EU agencies, will be considered an additional advantage.

Other Skills

- Excellent social mobilization & training facilitation skills.
- Good in written and spoken Nepali with command in local language.
- Basic Mobile App based (Activity Info, Kobo Collect, mWater etc) data collection.

Duties and Responsibilities

The ASE/Water Resources Technician is the key person to supervise construction related activities at the project site. He/she is the full-time field-based staff for technical input in construction related activities. WRT will perform the following tasks under direct Supervision and Guidance of Project Technical Officer and Sub-Engineer in close coordination with other team members.

- Mobilize community for implementation of the water scheme (mainly WS and Irrigation but also support IWM, livelihood and NRM related infrastructures, ICS and other renewable energy technologies).
- Support and Conduct pre-feasibility survey/study of water schemes.
- Support sub-engineer while conducting detail surveys.
- Perform and support training to local people and technical training like VMW etc.

- Provide direct technical inputs to UCs/masons to ensure quality of workmanship of construction activities of all types of schemes.
- Coordinate and cooperate with ward/Local Government team for smooth implementation of the scheme activities.
- Support to UC for proper records of construction materials (structure wise use), tools and attendance of skilled and unskilled labor as per SBS.
- Facilitate UC to select training participants for technical training (VMW, pump operator RWH...etc.). After formal training, provide additional on the job training and evaluate their performance.
- Support to UC/communities in water tariff fixation, preparation of CR-WSP and O & M plan, formulation of scheme operation guideline and facilitation in implementation.
- Support water quality related activities, water quality examination including Water Safety Plans and related trainings in scheme level.
- Update construction log sheets.
- Provide suggestions and support in development of Water Safety Plans; and follow up the implementation.
- Contribute and support source conservation activities and any other activities related to sustainability of schemes and total sanitation activities.
- Contribute and support to promotional activities i.e. celebrating special events (national sanitation week, hand washing day, water day, and environment day ...etc.) in LG level.
- Support scheme level monitoring visits.
- Maintain good harmony and coordination with project team, LG officials, and other stakeholders for timely completion of planned activities.
- Any other duties towards achievement for project results assigned by the Supervisor.

F) SOCIAL MOBILIZER

Position	Social Mobilizer – Assistant 4 th level
Employer	Office of Municipal Executive (<i>Karyapalika Karyalaya</i>) for LACC Project
Duty Station	Assigned ward office or scheme area (as per need)
Period	Annual Contract (possible renewal based on annual performance evaluation till the end of the project period)
Accountable to	Chief Administrative Officer (CAO) and LACC Project Officer
Reporting to	LACC Project Officer/ Field Coordinator

Academic qualification SLC/SEE/TSEE or equivalent. Preference will be given to candidates with a technical educational background (Civil Engineering, Agriculture, or Forestry or equivalent)

Professional experience

- Minimum two years of work experience on capacity building, social mobilization, NRM (agriculture), Planning, livelihood etc.
- Experience working on implementation of water resources related activities, facilitating local government's seven step planning process an advantage.
- Work experience in projects of a similar nature, particularly those funded by Finnish or EU agencies, will be considered an additional advantage

Other Skills

- Excellent social mobilization & training facilitation skills.
- Good in written and spoken Nepali with command in local language.
- Basic skills on mobile app-based data collection tools.

Role and responsibilities

Social mobilizers in close coordination with ward level staff of the Local Government and other LACC Project field staffs, mobilize community for different water and natural resources management related activities. Social mobilizer will:

Program implementation

- Facilitate planning process at settlement and ward level.
- In close coordination and collaboration with ward office, conduct settlement level need identification meeting.
- Encourage and motivate participants to identify the activities that are relevant for LACC Project.
- List out the priorities identify by the community at settlement level and select relevant priorities under the scope of LACC Project
- Compile the identified and prioritized activities from all the settlement under LACC Project priority watershed area and present them at ward level for further prioritization.
- Facilitate ward level prioritization meeting to prioritize the activities with special consideration to Gender, Equality, Disability and Social Inclusion and submit prioritized activity to field coordinator/LACC Project Officer.
- Adhere Step-by-Step procedure while implementing LACC Project activities.
- Organize mass meeting at ward/scheme/FGs/CFUGs level and disseminate information about LACC Project; respective scheme/activities and roles of stakeholders.
- Assist in the formation of UC/FGs as GEDSI/HRBA guideline and support to prepare the statute and registration process, and Operational bank account opening.
- Support and ensure the initial O&M fund as per S-B-S process before Implementation phase agreement of Schemes; and facilitate opening the O&M account in reliable local cooperative.

- Assist UCs in transportation and proper store management of construction materials (local/non-local) at scheme site.
- Regularly follow-up the implementation progress of project activities; Support the UCs for community mobilization, CAP review and provide backup support to complete all activities in given timeframe.
- Contribute and assist UCs/users in solving disputes existing at the scheme level (if any) in close coordination with LG officials.
- Facilitate the selection of participants for technical training (VMW, Leader Farmers, Multi-Purpose Nursery caretakers, Masons, Pump Operators, Forest Caretakers, Local Resource Persons etc.); Create an environment for VMWs that ensures their involvement in livelihoods opportunities i.e. Leader Farmer, income generating activities, micro enterprises etc.
- Assist UCs for maintaining the institutional governance through proper bookkeeping, meeting minutes, scheme board, public hearing/auditing and participation of women and disadvantage groups in meetings/campaigns.
- Participate in Child club/SMC/PTA meetings and raise sanitation & hygiene issues; mobilize teachers and students for proper O&M of WASH facilities.
- Coordinate with and encourage the schools to develop better education environment through better disability, child and gender friendly WASH facilities.
- Monitoring the toilet use/cleanliness, proper hand-washing facilities, girls' menstrual hygiene management through self-monitoring and mobile application tools to ensure the total sanitation and other awareness raising activities in the community.
- Train schools (SMC/PTA/child clubs) on total sanitation and mobilize towards total sanitation and environmentally friendly campaigns at community level.

Training and capacity building

- Organize scheme level training for UCs, farmer groups, forest users' groups, agroforestry groups through timely communication, venue management and other logistic arrangements.
- Conduct different awareness campaigns specially to celebrate different national and international days and weeks, e.g. national sanitation action week, world water day, world environment day, 16 days campaign against violence etc. while planning the activities, coordinating with ward offices and other active projects and organizations in the municipalities to organize the events jointly.

Other

- Collect necessary data for baseline, midline, endline.
- Educate community people on behavior changes through promoting participatory monitoring system. Conduct door-to-door visit to monitor the progress of behavior changes.
- Conduct behavior changing demonstration practices at community level for total sanitation and environmentally friendly activities promotion.
- Monitoring of Household level Home Garden and income generation activities.
- Support and facilitate livelihood groups to promote nutrition and income generating activities for better rural livelihood and raise the O&M fund of the completed schemes for sustainability.
- Any other tasks towards achievement of the project results and assigned by the supervisor.

ANNEX 2 OTHER TERMS AND CONDITIONS OF LGU STAFF

The following are other general terms and conditions to be applied for LGU staff while engaging with LACC Project.

1. The LGU Staff shall not, during the term of employment, engage directly or indirectly, either in his/her own name or in the name or through the agency of another person, in any other business, profession, or occupation. The Employee must work exclusively for LACC Project. The staff assigned by the Local Government for LACC Project shall not be engaged to lead, facilitate or assist any of the regular activities of the Local Government.
2. **Additional Human Resources Requirement:** Based on the activities planned in the Local Government, PMC will analyze the requirement of additional technical human resources. The additional human resources will be recruited as short-term service providers for specific time for specific tasks. It will also be a result-based agreement. The cost of such service providers will be covered by NRDF. The rate and facilities of service providers will not be more than the existing rate of LGU staffs. PMC shall analyze and set the rate for the service providers. In case of specialized tasks that required to be implemented by outsourcing external experts, PMC will decide to procure the services from external resource persons/organization following prevailing public procurement act of Nepal.
3. Leave facilities, festival bonuses, social security, insurance, and other facilities of the LGU staff shall be according to existing rules and regulations of the Local Government.
4. All the LGU Staff are accountable to CAO and shall report both to the direct supervisor and TA Advisor of the Project. All the payments of the LGU Staff shall be made only based on written recommendation of respective TA Advisor.
5. Extension of the annual contract of SPs might be done upon satisfactory performance. However, if the relevant task of the LGU Staff/s is not included in next year's AWP, the contract shall not be extended.
6. Reports, Time sheet and leave applications of the LGU Staffs are forwarded for approval in recommendation of TA Advisor. The Local Government office has the right to withhold the salary until the submission of bi-monthly reports and timesheets.
7. Local Government offices or ward offices shall arrange workplaces for support people. Stationery and necessary equipment for the LGU Staffs is managed by NRDF.
8. **Other Facilities for LGU Staffs:**
 - Monthly basic salary, provident fund and gratuity will be paid to the LGU Staffs according to the basic salary scale of the Local Government/government of Nepal. Field allowance to the LGU Staffs will be provided from NRDF on top of the basic salary as NPR 15,000 per month for officer level and NPR 10,000 per month for assistant level.
 - Festival Remuneration: as per Local Government's rule.
 - Dress allowance: as per Local Government's rule

- Field kit allowances: Rs. 4,000 per person per year (reimbursement after submission of the bills for LGU Staffs)
- Communication Cost: Rs. 500.00 per staff member per month.
- Transportation and DSA: for working outside the Local Government, as per the rule of the Local Government.
- Other payments and facilities than the above will not be provided.

ANNEX 3 CODE OF CONDUCT OF LOCAL ADAPTATION TO CLIMATE CHANGE PROJECT

The Code of Conduct outlines the standards of behavior expected from LACC Project staff and staff from other organizations working with LACC Project at the field level while performing their duties. It provides guidance for staff in making personal and ethical decisions. The highest standards of conduct are essential to achieve the goals and objectives of the project. Full commitment from all stakeholders and staff is crucial. Demonstrated ethical and practical behavior directly contributes to project success. Therefore, this Code of Conduct has been developed and issued for all staff engaged in LACC Project activities.

The project's objectives extend beyond infrastructure construction; they also focus on strengthening capacity at different levels and establishing a culture of good governance. Staff behavior plays a key role, as it is observed and replicated by the community, shaping their perception of the project. Staff conduct also affects the program's success and sustainability. Accordingly, LACC Project staff must serve as role models, encouraging communities to adopt good hygiene and GEDSI (Gender Equality, Disability and Social Inclusion) practices.

This Code of Conduct applies to all LACC Project staff, including LGU staff and short-term service providers (consultants) working on the project. It also applies to staff from other stakeholder organizations visiting LACC Project-related sites.

The Project Management Committee (PMC) of each respective local government is responsible for managing the Code of Conduct at the municipal level, while the Team Leader oversees compliance among PSU staff. TA Cluster Advisors and the Chief Administrative and Finance Officer of PSU will report cases of conduct violations to their respective committees.

The standards of the conduct are divided into following four categories:

A. Role Model Demonstration

All the field offices must have:

- Safe and clean toilet with water, soap facilities and trash bin.
- Proper disposal system of solid, liquid and bio-waste.
- Demonstration of home/kitchen garden (if applicable)
- Cleanliness of office and surrounding and IEC materials demonstrated in office.
- All the staff follow hygiene behaviors including hand washing in critical stage.
- Provided attention in personnel, household and environment sanitation.

B. Behavioural Standard

- All the staff strictly follow the terms and conditions agreed through their respective employment contract.
- Treat everyone with respect, courtesy and consideration. Be sensitive to the local culture, traditions and religions. Do not criticize local language, culture and customs and observe strict GEDSI-sensitive behavior.
- Conduct yourself in a professional and disciplined manner. Act with impartiality. Do not engage in activities that are incompatible with your duties, including giving public statements that may adversely reflect on your status as project personnel and public pronouncements which may compromise your impartiality.
- All the staff must maintain high degree of transparency in financial deals that relate to purchases for LACC Project. Involved in any kind of irregularity in those deals or support for it or ignore the findings will form a basis for immediate disciplinary action. The discounts provided by supplier/ manufacturer must be presented in invoice itself in any kind of procurement. The staff should very proactively be involved in maintaining financial transparency in the deals made by UC and any kind of transaction made by NRDF. It is duty of each member of staff involved in the project to report any kind of financial misconduct or irregularity to respective supervisors immediately.
- LACC Project direct staff are not allowed to take any kind of payment or advances from LG-NDRF. In general, borrowing credit from UC members and community is strictly not allowed either from scheme fund or personal amount.
- Don't promise anything to UC/users, LGs or any other stakeholder that's not approved of the concerned authority especially to users that are not included in work plan. Don't express the things related to work any subject matter that is not clear to you; rather reply after confirming with your supervisors.
- Never accept any kind of food without cost from community.
- Don't wear inappropriate clothes while working at community level.
- Never participate in any political debates or support any of the political parties or groups in your working area; never participate in political rallies or influence your decision supporting any group during office or off hours. Also avoid posting political opinions that directly or indirectly support any of the political parties in social media.
- Use of office equipment, stamps, stationery, etc. for non-official purposes not allowed.
- Finnish vehicle policy and Basic Operating Guidelines (BOG) to be strictly followed. The LACC Project direct staff shall follow COWATER code of conduct.
- Participation in physical violence and any kind of discrimination including social discrimination is strictly forbidden.
- Don't get involved in any kind of criminal activities that are punishable according to prevailing rule and regulation of Government of Nepal.

C. Sexual Misconduct

- LACC Project has zero tolerance policy toward sexual exploitation and abuse. Involvement in such misconduct is matter of immediate disciplinary action.
- It might be moral or physical and applied to all genders.
- Touching, hugging, making suggestions, yelling, teasing, whistling or any activities with sexual intention also fall under it.

- All staff is strictly forbidden to ever be involved in any sexual misconducted activities or support or encourage others to be involved in such activities or present any kind of sexual audio-visual aids.

D. Alcohol and Drugs

- Consumption of alcohol during duty hours in any place is strictly prohibited.
- Drug consumption or trafficking, including the objects that are prohibited by prevailing government law is strictly forbidden.
- Staff is suggested not to drink in front of community and stakeholders. All staff should note that excessive consumption of alcohol at the community level will be noticed by the beneficiaries and brings bad reputation not only to the person but also to the project.

ANNEX 4 SAMPLE OF NOTICE FOR VACANCY ANNOUNCEMENT

..... Rural/Municipality
Office of Rural/Municipal Executive
....., District
(First day of publication: Date.....)

Vacancy Announcement

The office of the Rural/Municipal Executive invites application from the qualified and interested Professionals for the following positions to provide technical assistance to the local government/users’ committees and carry out the facilitation work in areas of forest management, livelihood, sanitation and hygiene, drinking water supply, irrigation and social mobilization activities as Local Government Unit (LGU) Staff under Local Adaptation to Climate Change (LACC) Project.

The applicant must submit the copies of the following documents along with the application:

- A copy of a succinctly written CV (duly signed)
- Copies of his/her academic certificates, training certificates, work certificates

Required Positions and minimum qualifications:

Sn	Position	Level/Number	Duty Station	Minimum Education Qualification and work experience
1	LACC Project Officer	Officer – Sixth Level – One	Office of the Local Government	Bachelor’s degree in relevant discipline. Minimum five years’ experience on WASH, NRM, Planning, livelihood etc.
2	Field Coordinator	Assistant – Fifth Level – One	Office of the Local Government / Ward office	Intermediate Diploma or Higher Secondary education in Forestry, agriculture or relevant discipline. Minimum five years’ experience on WASH, NRM (agriculture, forestry), Planning, livelihood etc.

**Local Adaptation to Climate Change (LACC) Project
Local Government Unit Staff Selection and Mobilization Guidelines**

3	Sub-Engineer	Assistant – Fifth Level - One	Office of the Local Government / Ward office	Intermediate Diploma in Civil Engineering. Minimum three years’ experience on WASH, irrigation, NRM, Planning, livelihood schemes survey design and construction supervision.
4	NRM Facilitator	Assistant – Fifth Level - One	Office of the Local Government / Ward office	Intermediate Diploma/10+2 in Agriculture or Forestry. Minimum three years’ experience in planning and implementation of Agriculture or forestry and agroforestry related activities in the field
5	ASE/Water Resource Technician	Assistant – Fourth Level – Two-Three ⁵	Ward Office	Technical SLC/SEE on Civil Engineering or Basic/Upgrading WSST training from CTEVT or recognized institute. Minimum two years’ experience on implementation of water supply, irrigation or other infrastructure works in the field.
6	Social Mobilizers	Assistant – Fourth Level – Two-Three ⁶	Ward Office	SLC/SEE or equivalent. Minimum two years’ experience on capacity building, social mobilization, NRM(Agriculture), Planning, livelihood etc.

NOTES:

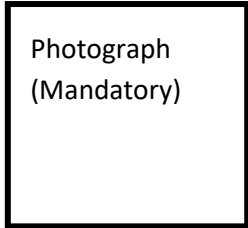
- The applications should be submitted within 15 days from the first date of publication of this notice at the LG office (within office hour). In case of any public holiday on the 15th day, the immediate next day shall be considered as the last date for the submission of the application.
- Applicants holding academic certificates issued by foreign universities, schools, or institution must submit a certificate of equivalency from the authorized institution of Nepal. Applications without the required equivalency certificate will not be accepted.
- The staff shall be hired under one year performance-based service contract (with possibility of extension based on performance) for the project period.
- The locals including women, Dalits and disadvantaged ethnic groups are given priority.
- The LG without disclosing any reason whatsoever may approve fully or partially and/or reject the applications received.
- Written tests and interviews shall be taken only for shortlisted candidates. The schedule for the test shall be published at the LG notice board later.
- Please visit [**website name here**] for terms of reference for each position and CV format. CV submitted in other than prescribed format shall not be entertained.

⁵ The numbers depend upon the number of water supply, irrigation, and other infrastructure activities.

⁶ The numbers depend upon the number of settlements in the working area.

ANNEX 5 APPLICATION FORMAT

CURRICULUM VITAE



Vacancy No:

1. Proposed Position:

2. Full name of Applicant:

3. Gender:

4. Citizenship no: Issuing District:

5. Ethnic Group: Dalit/Janjati/Others

6. Date of Birth

7. Contact Address:, Ward No....., District:

Mobile no..... Email Address

Permanent Address:, Ward No....., District:

(Please submit migration certificate in case of permanent address is different than district of citizenship)

8. Education: Please mention description of formal education in the following Table. Copies of certificates are mandatory to attach with the CV.

Name of Institution	Period of Education		Level of Education
	From	To	

9. Training: Please mention description of received training in following Table. Copies of certificates are mandatory to attach with the CV.

Training Provided by an organization	Duration/Date	Subject of Training

**Local Adaptation to Climate Change (LACC) Project
Local Government Unit Staff Selection and Mobilization Guidelines**

10. Training: Please mention description of delivered training in following Table. Copies of certificates are mandatory to attach with the CV.

Training done by an organization	Duration/Date	Subject of Training

11. Experience of working at local level: Please describe working experience at local level

**Local Adaptation to Climate Change (LACC) Project
Local Government Unit Staff Selection and Mobilization Guidelines**

Name of Local Government /ward	District	Working Year

12. Language Skill: Mention your language competency (Good/Average/Poor)

Language	Speaking	Reading	Writing
Nepali			
English			
Other Specify			
Other Specify			

Please mention your key experience and qualification and justify yourself that you are appropriate for applied position not more than in separate one page.

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes me, my qualifications, and my experience. I understand that any willful misstatement described herein may lead to my disqualification or dismissal, if engaged.

_____ Date: _

[Signature of applicant] Day/Month/Year

Note:

The following documents are to be submitted (mandatory)

- Copy of citizenship certificate
- Copy of certificates of educational qualification including copy of equivalency certificate if applicable
- Copy of training certificates of more than 3-day duration (Max. 3 training courses)
- Copy of working experience certificates.
- Copy of Disability Identity Card if applicable
- Copy of Ethnicity proof certificates in case of common surnames of different ethnicities

ANNEX 6 CV EVALUATION CRITERIA

CV evaluation of the Proposed LGU staffs shall be done on the following basis:

- Eligibility Verification:
- Is the applicant Nepali Citizen? **Yes/No** Verified by submitted Certificate
- Has Minimum Education Qualification? **Yes/No** Verified by submitted Certificate
- Is the minimum qualification obtained from foreign? **Yes/No** Verified by with equivalency Certificate
- Is Minimum Working Experience? **Yes/No** Verified by submitted Certificates
- Is the candidate disqualified due to poor performance? **Yes/No** Verified by Previous Decisions

The applicant has NO in any of the above criteria, shall be disqualified and not taken for further evaluation process.

Further Evaluation for Shortlisting (among the eligible candidates):

LACC Project Officer			
Minimum Education Qualification (10)			
	Minimum qualification	7	
	One level higher education than minimum	3	
Working Experience: (60)			
1	Minimum required experience	10	
2	Additional relevant experience	5	@ 1 per year additional year
3	Experience in Natural resources management, Climate Change Adaptation, DRM, Forestry	5	@ 1 per year
4	Experience in WASH/Irrigation	5	@ 1 per year
5	Experience in Livelihood promotion activities	5	@ 1 per year
6	Experience in other Rural Development (other than above)	5	@ 1 per additional year
7	Experience in facilitating training at community level on water supply and Sanitation, Climate Change Adaptation, DRM, Forestry, Agriculture etc.	9	@ 3 per trainings – more than 3 days
8	Received relevant training on social mobilization, PRA, Water Supply Sanitation and Hygiene, behavior change triggering, Climate Change Adaptation, DRM, Forestry, Agriculture	9	@ 3 per training – more than 3 days duration only

**Local Adaptation to Climate Change (LACC) Project
Local Government Unit Staff Selection and Mobilization Guidelines**

9	Experience in Local level with similar Project or relevant sectoral project	7	Such as RWSSP or RVWRMP or SuSWA or other etc.
GESI Aspect (30)			
1	Female Candidate	5	
2	Dalit Candidate	8	
3	Adibasi/Janajati Candidate	5	
4	Permanent resident of the same LG	7	
5	Permanent resident of the same province	5	
6	Person with disability	5	

Field Coordinator			
Minimum Education Qualification (10)			
Minimum qualification		7	
One level higher education than minimum		3	
Working Experience: (60)			
1	Minimum required experience	10	
2	Additional relevant experience	5	@ 1 per year additional year
3	Experience in Natural resources management, Climate Change Adaptation, DRM, Forestry	5	@ 1 per year

**Local Adaptation to Climate Change (LACC) Project
Local Government Unit Staff Selection and Mobilization Guidelines**

4	Experience in WASH/Irrigation	5	@ 1 per year
5	Experience in Livelihood	5	@ 1 per year
6	Experience in Social Mobilization	5	@ 1 per additional year
7	Experience in facilitating training at community level on water supply and Sanitation, Climate Change Adaptation, DRM, Forestry, Agriculture etc.	9	@ 3 per trainings – more than 3 days
8	Received relevant training on social mobilization, PRA, Water Supply Sanitation and Hygiene, behavior change triggering, Climate Change Adaptation, DRM, Forestry, Agriculture	9	@ 3 per training – more than 3 days duration only
9	Experience in Local level with similar Project or relevant sectoral project	7	Such as RWSSP or RVWRMP or SuSWA or other etc.
GESI Aspect (30)			
1	Female Candidate	5	
2	Dalit Candidate	8	
3	Adibasi/Janajati Candidate	5	
4	Permanent resident of the same LG	7	
5	Permanent resident of the same province	5	
6	Person with disability	5	

**Local Adaptation to Climate Change (LACC) Project
Local Government Unit Staff Selection and Mobilization Guidelines**

Sub Engineer			
Minimum Education Qualification (10)			
	Minimum qualification	7	
	One level higher education than minimum	3	
Working Experience: (60)			
1	Minimum required experience	10	
2	Additional relevant experience	5	@ 1 per year additional year
3	Experience in DWS Scheme survey design and implementation	10	@ 2 per year
4	Experience in Irrigation, Building and other infrastructures activities design and implementation	10	@ 2 per year
5	Experience in Bioengineering and conservation related activities implementation.	5	@ 1 per year
6	Experience in facilitating technical training like CR WSP, Construction Quality etc.	4	@ 2 per trainings – more than 3 days
7	Received technical training on survey, design, quality control, CR- water safety plans etc.	9	@ 3 per training – more than 3 days duration only
9	Experience in Local level with similar Project or relevant sectoral project	7	Such as RWSSP or RVWRMP or SuSWA or other etc.
GESI Aspect (30)			

**Local Adaptation to Climate Change (LACC) Project
Local Government Unit Staff Selection and Mobilization Guidelines**

1	Female Candidate	5	
2	Dalit Candidate	8	
3	Adibasi/Janajati Candidate	5	
4	Permanent resident of the same LG	7	
5	Permanent resident of the same province	5	
6	Person with disability	5	

NRM Facilitator			
Minimum Education Qualification (10)			
Minimum qualification		7	
One level higher education than minimum		3	
Working Experience: (60)			
1	Minimum required experience	10	
2	Additional relevant experience	5	@ 1 per year additional year
3	Experience in commercial agriculture and agroforestry production	10	@ 2 per year
4	Experience in value chain and cooperative	10	@ 2 per year
5	Experience in micro enterprise promotion	5	@ 1 per year

**Local Adaptation to Climate Change (LACC) Project
Local Government Unit Staff Selection and Mobilization Guidelines**

6	Experience in facilitating agriculture or forestry and other livelihood related training at community level	4	@ 2 per trainings – more than 3 days
7	Received relevant training on agriculture, livelihood or forestry /agroforestry promotion	9	@ 3 per training – more than 3 days duration only
9	Experience in Local level with similar Project or relevant sectoral project	7	Such as RWSSP-WN or RVWRMP or SuSWA or other etc.
GESI Aspect (30)			
1	Female Candidate	5	
2	Dalit Candidate	8	
3	Adibasi/Janajati Candidate	5	
4	Permanent resident of the same LG	7	
5	Permanent resident of the same province	5	
6	Person with disability	5	

ASE/Water Resources Technician		
Minimum Education Qualification (10)		
Minimum qualification	7	
One level higher education than minimum	3	
Working Experience: (60)		

**Local Adaptation to Climate Change (LACC) Project
Local Government Unit Staff Selection and Mobilization Guidelines**

1	Minimum required experience	10	
2	Additional relevant experience	5	@ 1 per year additional year
3	Experience in WS Scheme construction	10	@ 2 per year
4	Experience in Irrigation scheme construction	10	@ 2 per year in Irrigation
5	Experience in Livelihood infrastructure and conservation infrastructure	5	@ 1 per year
6	Experience in facilitating technical trainings e.g. VMW, WSST, RWH etc.	4	@ 2 per trainings – more than 3 days
7	Received relevant training on construction and quality control.	9	@ 3 per training – more than 3 days duration only
9	Experience in Local level with similar Project or relevant sectoral project	7	Such as RWSSP or RVWRMP or SuSWA or other etc.
GESI Aspect (30)			
1	Female Candidate	5	
2	Dalit Candidate	8	
3	Adibasi/Janajati Candidate	5	
4	Permanent resident of the same LG	7	
5	Permanent resident of the same province	5	

**Local Adaptation to Climate Change (LACC) Project
Local Government Unit Staff Selection and Mobilization Guidelines**

6	Person with disability	5	
---	------------------------	---	--

Social Mobilizer			
Minimum Education Qualification (10)			
Minimum qualification		7	
One level higher education than minimum		3	
Working Experience: (60)			
1	Minimum required experience	10	
2	Additional relevant experience	5	@ 1 per year additional year
3	Experience in group formation and mobilization	10	@ 2 per year
4	Experience in facilitating planning process of local government at settlement level	10	@ 2 per year
5	Experience in cooperative management and micro-credit management	5	@ 1 per year
6	Experience in facilitating different training at community level	6	@ 2 per trainings – more than 3 days
7	Received relevant training on social mobilization, LG planning process, PRA, Sanitation and Hygiene, Total sanitation behavior change triggering	9	@ 3 per training – more than 3 days duration only
9	Experience in Local level with similar Project or relevant sectoral project	5	Such as RWSSP or RVWRMP or SuSWA or other etc.

GESI Aspect (30)			
1	Female Candidate	5	
2	Dalit Candidate	8	
3	Adibasi/Janajati Candidate	5	
4	Permanent resident of the same LG	7	
5	Permanent resident of the same province	5	
6	Person with disability	5	

ANNEX 7 SCORING SHEETS

G) WRITTEN TEST SCORE COMPILATION SHEET

Name of Position:								
Sn	Name of Candidate	Answer Paper Code	Objective Questions/Excel Test (20) *	Subjective Questions (30)				Total Score (50)
				Q1 (10)	Q2 (10)	Q3 (5)	Q4 (5)	
1								
2								
3								

*Excel test for LACC Project Officer and Sub-Engineer and objective for other positions

H) INTERVIEW SCORING SHEET

Name of the Position:							
Sn	Name of Candidate	Knowledge on subject matter (25) *			Presentation Skill (5)	Commitment (5)	Total Score (35)
		A (10)	B (10)	C (5)			
1							
2							
3							
Name and Signature of Interviewer:					Date:		

I) FINAL SCORE COMPILATION SHEET

Name of the Position:						
Sn	Name of Candidate	CV Evaluation (15)	Written Test (50)	Average Interview Score (35)	Total Score (100)	Recommendation
1						Recommended
2						Waiting candidate
3						
Name and Signature of Evaluation Committee Members:					Date:	

* Knowledge on three different sectors to be verified

ANNEX 8 TEMPLATE FOR SERVICE CONTRACT WITH LGU STAFF

..... RURAL/MUNICIPALITY

OFFICE OF RURAL/MUNICIPAL EXECUTIVE

....., DISTRICT

PERFORMANCE BASED SERVICE CONTRACT

The performance-based service contract (hereafter called "Contract") is entered as of, 20XX (date), between Local Government (hereafter called "LG") and Mr./Mrs./Miss, hereafter referred to as the "LGU staff".

Description of LGU Staff:

Name of LGU Staff :

Position :

Duty Station :

Working LG :

Contact No :

Email Address :

Scope of Work:

Terms of References of a LGU staff are attached with this agreement. The LGU Staff shall perform the mentioned activities, and the performance shall be measured before ending the contract period. Based on staff's annual performance the extension or termination of the contract shall be made.

Duration: The contract shall be valid from to (one year). PMC may decide on the extension or termination of the contract based on the annual performance evaluation of the LGU Staff.

Remuneration:

Monthly remuneration of LGU Staff shall be as follows:

Basic Salary NPR per month (as per LG's salary scale)

Provident & Gratuity NPR Per month

Field/Remote allowance NPR per month

Total NPR per month

Salary and other facilities shall only be paid to LGU Staff, only after submission of monthly time sheet, monthly or visit reports. The Office of LG has the right to withhold the payment until receipt of those reports.

Working Day/Hours: The working day/hour shall be as per LG’s rule. In the case of field work it may not be exactly applied. No compensation against working in off hour or on holiday shall be provided. Therefore, it's recommended to prepare the work plan accordingly.

Leave Facilities: LGU staff shall be entitled to get leave facilities as follows:

- **Annual Leave, Sick Leave and other leaves:** LGU Staff is entitled to get leave facilities as per LG’s rule.
- **Travel Expenses:** No travel expenses shall be paid for working in assigned LG. If the LGU Staff is officially assigned to work outside the LG or invited for meeting and outside working LG, Travel and daily allowances shall be paid as per existing rule of the LG.

Communication Allowance: Communication allowance of NPR 500 per month shall be provided to all LGU Staff.

Field Kit Allowance: Maximum NPR 4,000.00 per year shall be provided to the LGU Staff for urgent field kits. The amount is reimbursable upon submission of original bills to LG.

Accident Insurance: All LGU Staff shall be insured against accidents amounting NPR 100,000.00. office of LG shall make insurance of LGU Staffs.

Tax: The tax shall be deducted in source by LG as per prevailing rule and regulation of Government of Nepal.

Other Terms and conditions of the contract: LGU Staff is not entitled to give a public statement regarding the organization without prior approval. They are not allowed to accept any part- or full-time employment in other organizations. No facilities or payments are made except mentioned in the contract.

Moral Conduct: It shall be Staff’s responsibility to protect good shall of organization during and before or after working period. It is expected that model moral conduct be maintained by staff. Staff should perform it during working and non-working hours. The Staffs should maintain confidentiality of the program and should not make any public statements regarding the organization. All the official equipment, stationery etc. shall be used for official purposes only. LGU Staff shall fully comply with the LACC Project code of conduct, attached to this contract. The LACC Project code of conduct is presented in **Annex 3**.

Termination of Contract

- This contract may be terminated by either party at any time prior to the scheduled expiration date without cause by 30 days written notice. In the event of such termination, LG shall pay the LGU Staff for the actual number of days worked prior to the effective date of termination.
- This contract may be terminated by LG Office (in recommendation of PMC) at any time in following condition:
 - Materially fails to comply with any covenant contained to this contract.
 - Accused of any criminal activities that is prohibited by Government of Nepal.
 - Breach of LACC Project code of conduct
 - Found involved in financial irregularities with UCs or any other parties.
 - Found directly involved in political activities in support of any of the political parties.
 - Failed to perform and score less than acceptable level during annual performance evaluation.

Disputes

Any disputes or claim arising during implementation of this contract shall be resolved through mutual consultation. The issues that can't be resolved shall be as per existing government of Nepal legislation.

Signature: The contract is prepared with two copies for each contracting party.

On behalf of LGU staff

on behalf of LG

.....

.....

Name:

Name:

Position:

Position: Chief Administrative Officer

Date:

Date:

Witnessed by:

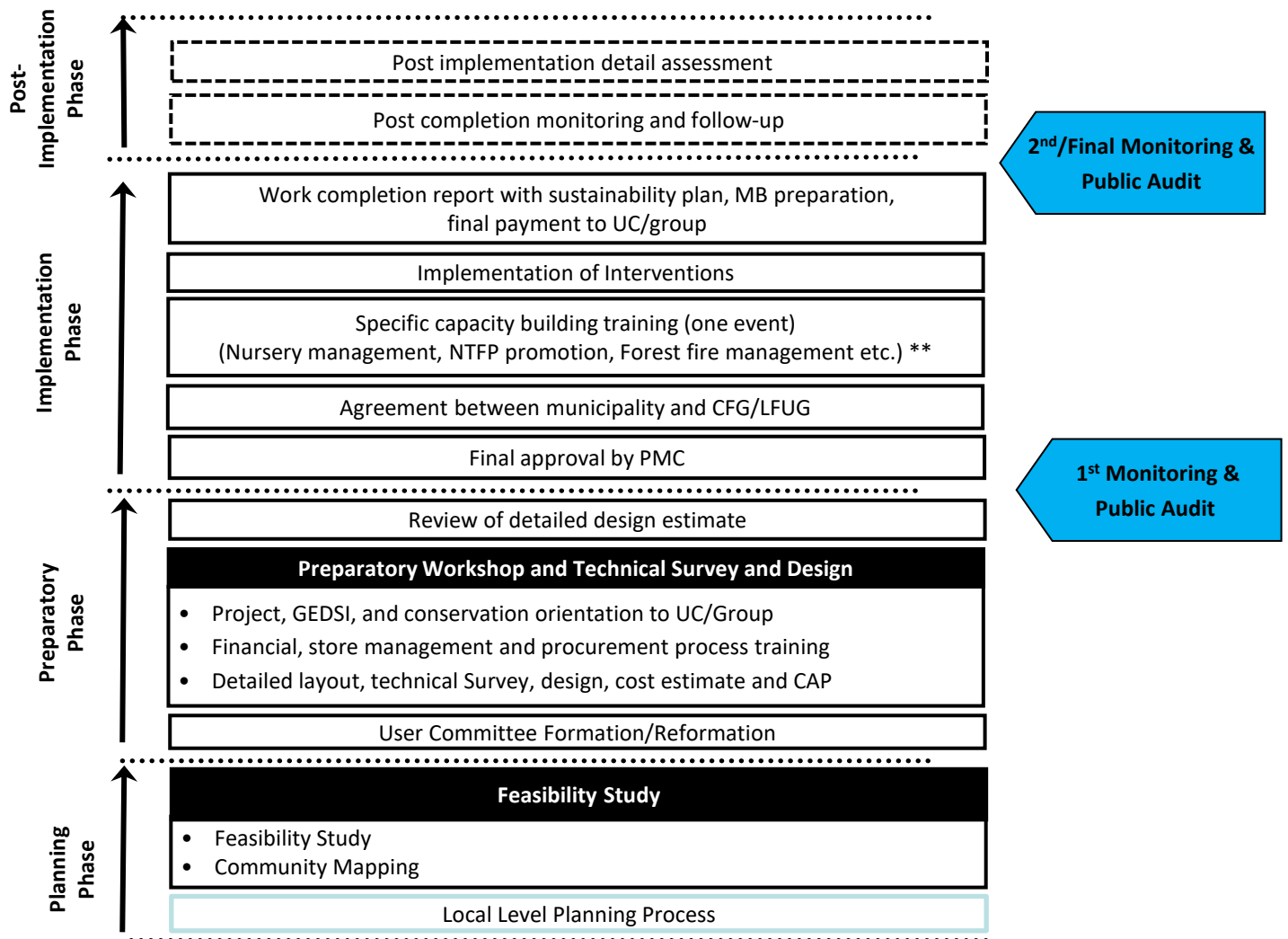
ANNEXES

- CV of LGU Staff
- Terms of Reference
- LACC Project Code of Conduct
- Annual Work Plan of individual responsibility (duly attached)

PIM ANNEX 4 to ANNEX 7
STEP-BY-STEP CHARTS



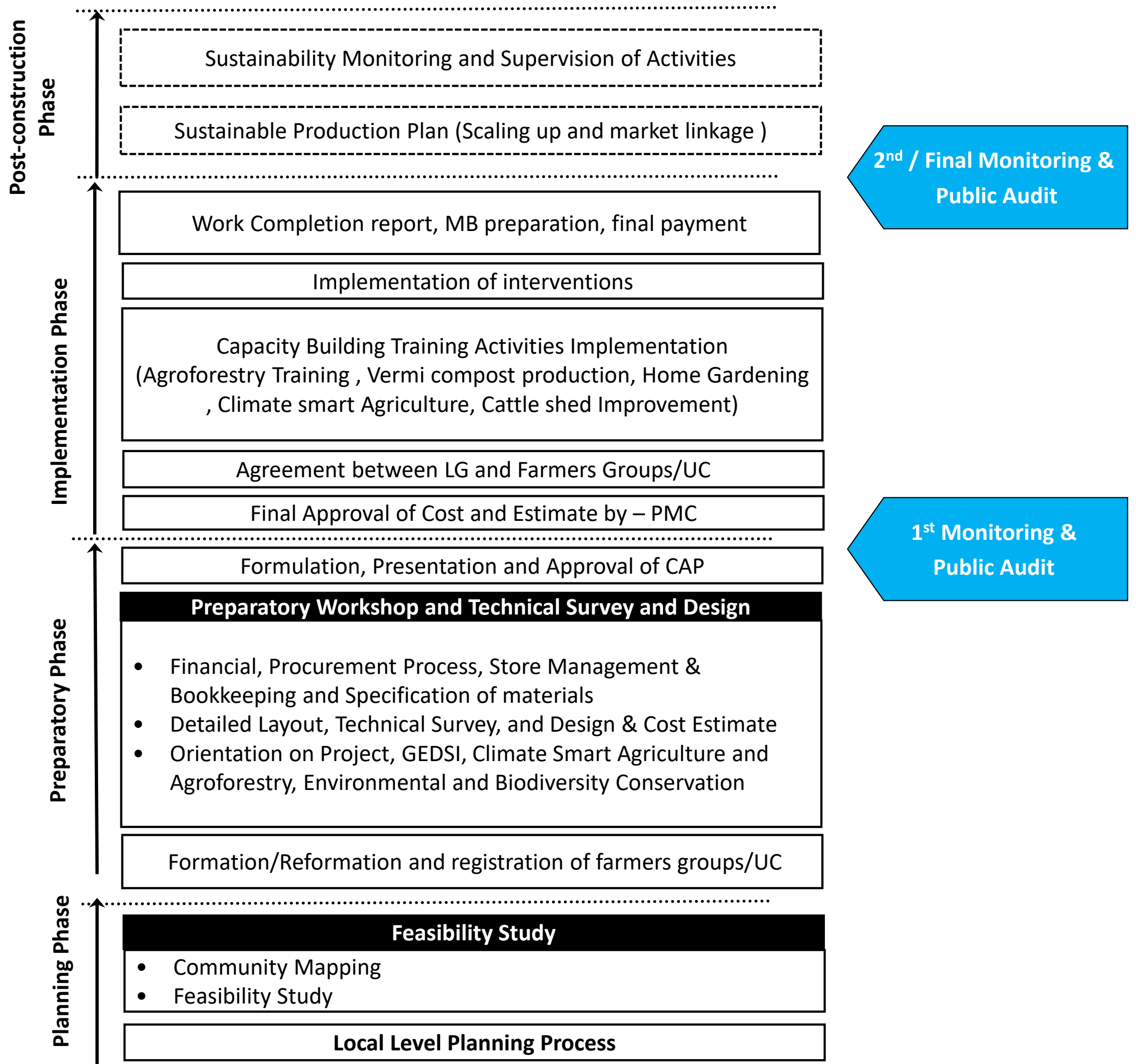
PIM Annex 4 Step-By-Step for Forest Management Schemes



** Sector-specific training list as per SBS Manual



PIM Annex 5 Step-By-Step for Agroforestry and Livelihood Schemes

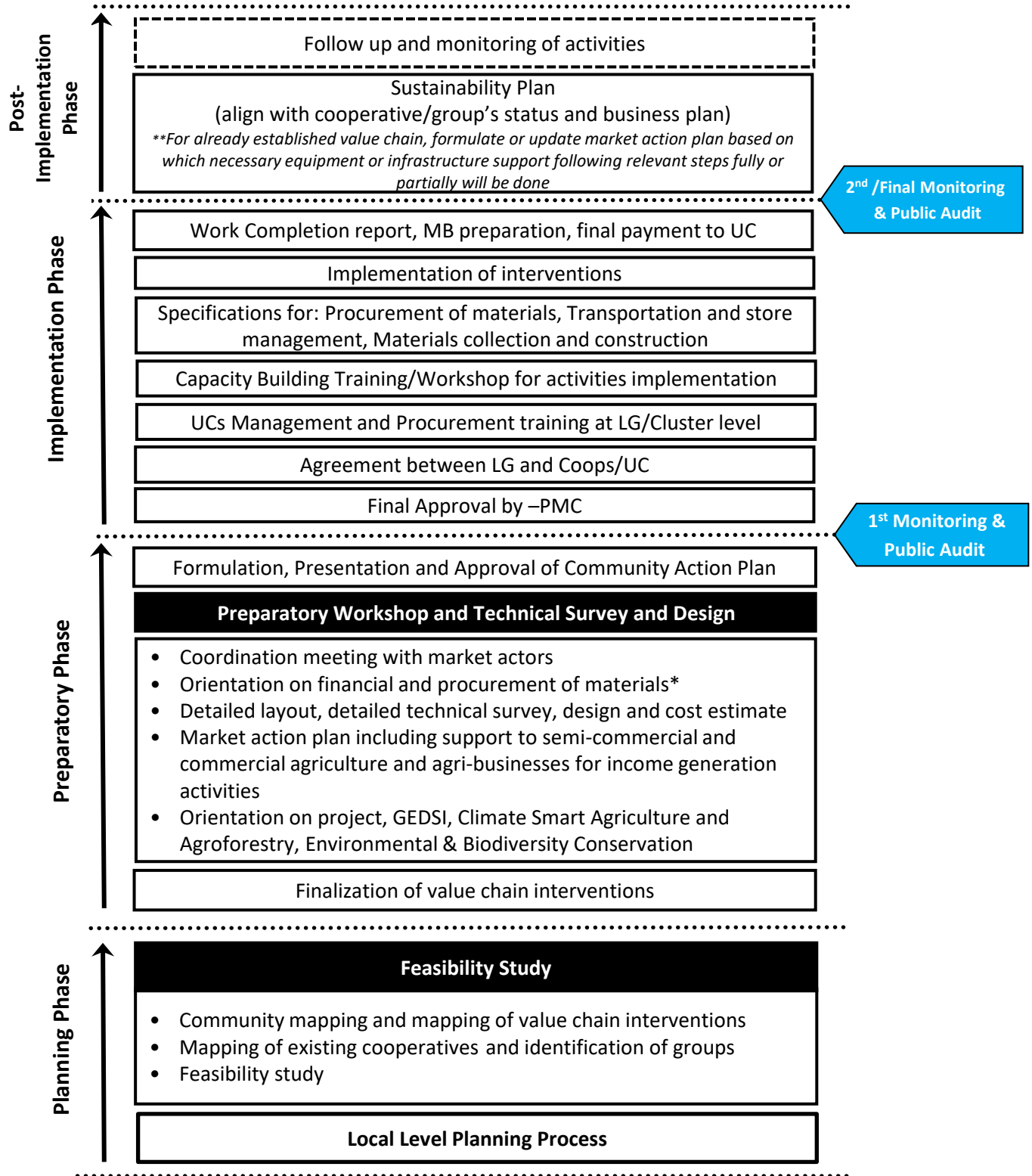


*UC must follow the community procurement guideline

** Sector-specific training list as per SBS Manual



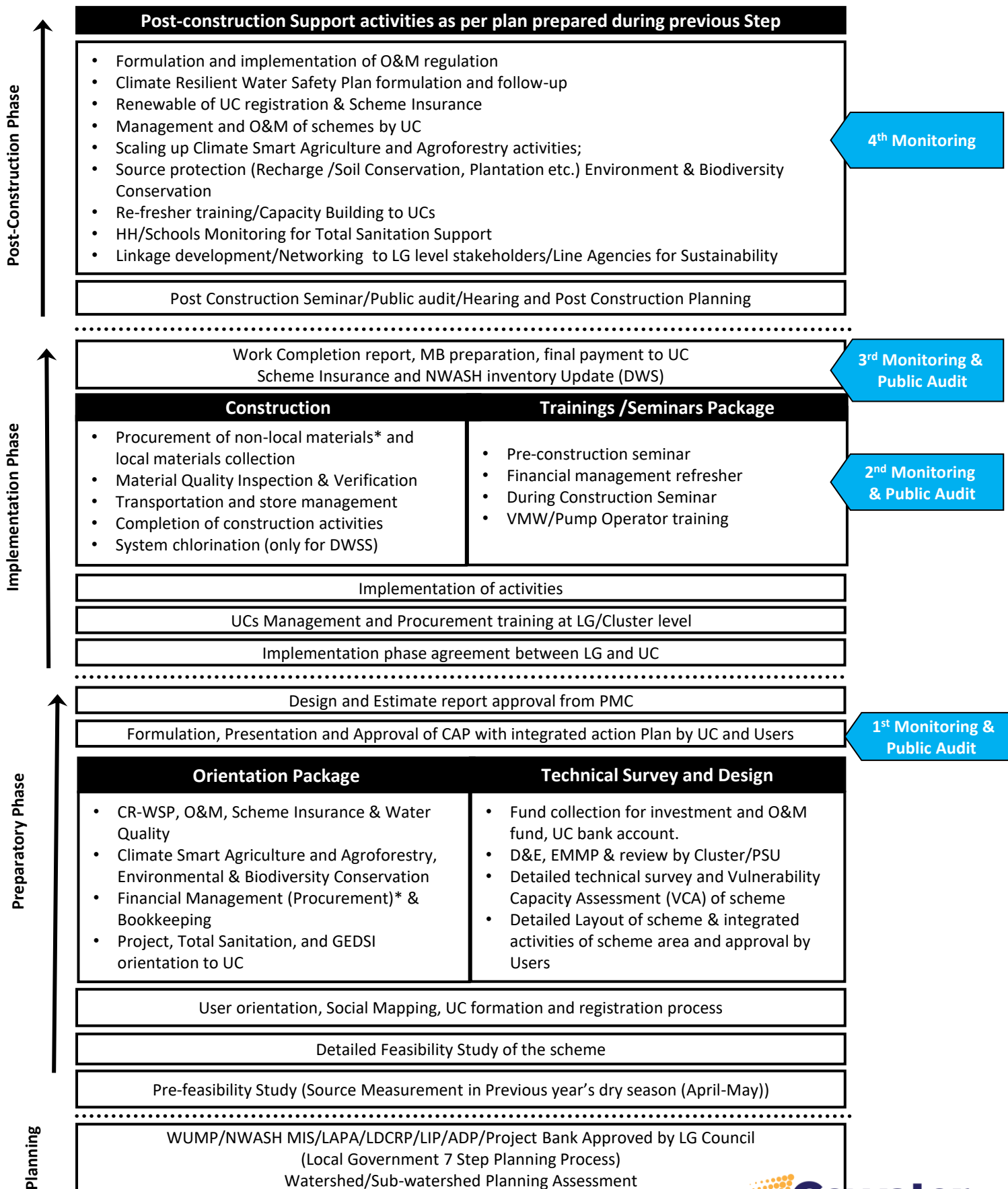
PIM Annex 6 Step-By-Step for Value chain and Cooperatives



* UC must follow the community procurement guideline



PIM Annex 7 Step-By-Step for Water Supply/Irrigation/Multi Use System(MUS) Scheme



* UC must follow the community procurement guideline

**PIM ANNEX 8 MEMORANDUM OF UNDERSTANDING IN
BETWEEN MOFAGA AND LOCAL GOVERNMENTS FOR
LACC PROJECT**



Co-funded by
the European Union



**SUOMI
FINLAND**

MEMORANDUM OF UNDERSTANDING BETWEEN

..... RURAL/MUNICIPALITY

AND

**MINISTRY OF FEDERAL AFFAIRS AND
GENERAL ADMINISTRATION**

For the Implementation of



**LOCAL ADAPTATION
TO CLIMATE CHANGE
LACC PROJECT**

Date:

Venue:

MEMORANDUM OF UNDERSTANDING

GENERAL

The **Local Adaptation to Climate Change (LACC) Project** is being implemented through a joint financial investment by the Government of Nepal and the Government of Finland, along with co-financing support from the European Union. A bilateral agreement between Nepal and Finland was signed on **May 21, 2024**, to facilitate the implementation of this project.

In accordance with the approved **Project Document**, the project aims to support climate resilience and mitigation efforts across the three tiers of government (**Government of Nepal, Sudurpashchim and Karnali Provinces, and selected local governments**). The project will focus on **land use planning and management, integrated water resource management, forest resource management, environmental conservation and management, climate change adaptation, and disaster risk reduction**. Locally proposed programs, approved by the **Project Supervision Committee**, will be implemented at the local level to contribute directly to these objectives.

This **Memorandum of Understanding (MoU)** is signed between **Rural/ Municipality, Rural/M Executive Office (hereafter referred to as "the Rural Municipality") and the Ministry of Federal Affairs and General Administration (hereafter referred to as "the Ministry")** for the implementation of the **Local Adaptation to Climate Change (LACC) Project** until **2029**, under the terms and conditions outlined below.

ROLES AND RESPONSIBILITIES OF THE LOCAL GOVERNMENT

1. The local government shall ensure the contribution share of co-funding required from the local government and user committees for the implementation of programs under the Local Adaptation to Climate Change Project.
2. The Local Government shall select schemes and activities under this project in accordance with the thematic areas outlined in the project document, including land use planning and management, integrated water resource management, forest resource management, environmental conservation and management, climate change adaptation, and disaster risk reduction.
3. Proposed schemes/activities and budgets must be approved by the local government council and submitted to the Ministry in the prescribed format and timeline.
4. The Local Government shall integrate gender equality, disability inclusion, and social inclusion (GEDSI) into project budgeting and implementation, while ensuring climate resilience, low-carbon development, biodiversity conservation, and environmental protection.
5. Scheme/Activity selection must align with the Local Government Planning Guidelines, 2078 (2021), and be incorporated into the annual budget and programs of the Local Government.

6. Priority should be given to schemes/activities that have long-term impacts and ensure maximum cost participation from the Local Government.
7. Scheme/activity prioritization must be based on periodic plans, sectoral plans, local project/scheme banks, medium-term expenditure frameworks, water use master plans (WUMP), livelihood improvement plans (LIPs), N-WASH plans, Local Disaster and Climate Resilient Frameworks (LDCRF), and other relevant strategies and plans.
8. Since multiple sources of investment may be involved in a single scheme/activity beyond this project, the local government shall be responsible for identifying those sources and maintaining a consolidated record of expenditures and reporting. The local government shall submit progress reports, including source-wise budget and expenditure details of co-funded projects, to the ministry on a monthly, quarterly, and annual basis. The Local Government shall submit monthly, quarterly, and annual progress reports, including budgetary details of co-funded schemes/activities, to the Ministry.
9. The conditional grant provided under this project from the federal government must be used exclusively for the approved schemes and activities.
10. If the Local Government undertakes activities that contradict existing laws or the approved project document, the Ministry reserves the right to withhold grant disbursement.
11. The Local Government is responsible for ensuring the quality of activities, conducting monitoring and evaluation, and facilitating financial audits as per legal requirements.
12. The overall responsibility for implementing the approved annual plans and budget shall rest with the consumer committees/groups, which shall sign a separate bilateral agreement with the Local Government in the presence of LACC project representatives.
13. The Local Government must allocate resources for project sustainability and maintenance in its annual budget.
14. The Local Government must form a Project Management Committee (PMC) to oversee project implementation, chaired by the Chairperson/Mayor of the Local Government. The composition of the PMC shall be as follows:
 - Chairperson/Mayor – Chairperson
 - Vice Chairperson/Deputy Mayor – Member
 - One female executive member – Member
 - Chief Administrative Officer – Member Secretary
 - Head of Infrastructure Development Division – Member
 - Heads of Agriculture, Forestry, Water Supply, and Cottage Industry Divisions – Members
 - Technical Assistance (TA) Advisor from the project – Member

Note: The quorum for PMC meetings shall include the Local Government Chairperson/Mayor, Chief Administrative Officer, Head of Infrastructure Development Division, and TA Advisor.

15. The Vice Chairperson/Deputy Mayor of the Local Government shall lead the Monitoring Committee, which shall oversee project activities in accordance with the project's monitoring guidelines.
16. The local government shall ensure the provision of adequate staff for the smooth implementation of project activities. The responsibilities, number, and selection process of these staff shall be as per the project implementation guidelines. For this purpose, the local government shall assign a trained and skilled permanent staff member to the relevant tasks

ROLE AND RESPONSIBILITIES OF THE MINISTRY:

- a. Coordinate among the three tiers of government and inter-agency bodies.
- b. Coordinate institutional structures as per the provisions of bilateral agreements.
- c. Manage the Secretariat of the National Project Director.
- d. Provide necessary support and coordination to local governments for the implementation of projects and programs under the project.
- e. Ensure coordination and decision-making for the implementation of decisions made by the Project Supervision Committee.
- f. Coordinate with the European Union and the Government of Finland for the effective implementation of the project.
- g. Oversee overall coordination, facilitation, monitoring, and guidance in project implementation.
- h. Facilitate resource mobilization, budget allocation, program selection, and implementation as per the bilateral agreement

INTEGRAL COMPONENTS OF THE MOU

The agreements made by the local governments with the Local Adaptation to Climate Change (LACC) Project Office, the decisions and guidelines of the Project Supervision Committee, and the project-related decisions made by the Ministry from time to time shall be considered an integral part of this Memorandum of Understanding (MoU).

FINAL DECISION BY THE MINISTRY

If any clause or provision of this **Memorandum of Understanding (MoU)** requires modification, amendment, or removal, it shall be clarified further in accordance with the provisions of the **bilateral agreement and project document**.

In case of any obstacles during project implementation, the **Ministry of Federal Affairs and General Administration** shall resolve the issues based on the recommendations made as per the decisions of the **Project Supervisory Board**.

MOU for implementation of LACC Project in _____ Rural/Municipality, _____ Province
 Local Adaptation to Climate Change Project

On behalf of Local Government	On behalf of Ministry
Signature: _____ Name: Position: Chief Administrative Officer Office stamp	Signature: _____ Name: Position: Under Secretary Office stamp
Witness: Signature: _____ Name: Position: R/M Chair Office stamp	Witness: Signature: _____ Name: Position: Secretary/PPC Province Ministry Office stamp

Witness: Signature: _____ Name: Position: CTA Project stamp

**ANNEX 9 MEMORANDUM OF UNDERSTANDING IN
BETWEEN MOFAGA AND PROVINCE FOR LACC
PROJECT**



Co-funded by
the European Union



SUOMI
FINLAND

MEMORANDUM OF UNDERSTANDING BETWEEN

..... **XX PROVINCE MINISTRY**

AND

**MINISTRY OF FEDERAL AFFAIRS AND
GENERAL ADMINISTRATION**

For the Implementation of:



**LOCAL ADAPTATION
TO CLIMATE CHANGE
LACC PROJECT**

Date:

Venue:

MEMORANDUM OF UNDERSTANDING

GENERAL

The Local Adaptation to Climate Change (LACC) Project is being implemented through a joint financial investment by the Government of Nepal and the Government of Finland, along with co-financing support from the European Union. A bilateral agreement between Nepal and Finland was signed on May 21, 2024, to facilitate the implementation of this project.

In accordance with the approved Project Document, the project aims to support climate resilience and mitigation efforts across the three tiers of government (Government of Nepal, Sudurpashchim and Karnali Provinces, and selected local governments). The project will focus on land use planning and management, integrated water resource management, forest resource management, environmental conservation and management, climate change adaptation, and disaster risk management. Locally proposed programs, approved by the Project Supervision Board, will be implemented at the local level to contribute directly to these objectives.

This Memorandum of Understanding (MoU) is signed between Ministry of Physical Infrastructure Development, Sudurpashchim Province/ Ministry of Water Resource and Energy Development, Karnali Province (hereafter referred to as "the Province Ministry") and the Ministry of Federal Affairs and General Administration (hereafter referred to as "the Federal Ministry") for the implementation of the Local Adaptation to Climate Change (LACC) Project until 2029, under the terms and conditions outlined below.

ROLES AND RESPONSIBILITIES OF THE PROVINCE MINISTRY

The Province Ministry shall act as the Programmatic Agency of the LACC Project at the provincial level and assume the following responsibilities to support effective implementation of the project in alignment with federal, provincial, and local government structures:

- a. The Province Ministry shall serve as the programmatic lead agency for the LACC Project within the province and shall ensure the alignment of project interventions with provincial policies, programs, and plans through effective coordination with relevant ministries, departments, and stakeholders.
- b. The Province Ministry shall establish a Provincial Coordination Committee (PCC) as per the provisions in Projects' Operational Guideline (Karyabidhi)-2082, chaired by the Province Secretary, to guide and monitor project implementation. The PCC shall convene at least twice per year, once prior to the finalization of the Annual Work Plan and once following the annual progress reporting, and shall provide programmatic guidance, promote alignment with thematic departments, and ensure synergy with other ongoing initiatives within the province.
- c. The Province Ministry shall ensure the provision of co-funding to LACC Project local governments each fiscal year through the Province Line Ministry Budgetary System (PLMBIS), as a conditional grant for all LACC sectors or for selected sectors and shall allocate adequate resources for the operation of the Project Coordination Office (PCO).
- d. The Province Ministry shall coordinate and facilitate the local levels in the planning and implementation of annual budgets and programs,
- e. The Province Ministry shall ensure inter-agency coordination and cooperation with the provincial government in project implementation,

- f. The Province Ministry shall facilitate effective coordination and communication among the Province Ministry, local governments, and the Project Support Unit (PSU), and shall ensure active participation in all relevant project management and coordination forums to support smooth implementation.
- g. The Province Ministry shall establish the Project Coordination Office (PCO) as defined by Project Document which shall work as Secretariat of the Province Coordination Committee (PCC). Until the organizational structure and temporary positions of the PCO are approved, the PCO /Secretariat shall be operated through the existing structure of the Provincial Ministry.
- h. The province PCO shall review the province level annual progress of the project, provide constructive feedback and guidance on it.
- i. The province PCO shall facilitate the monitoring, evaluation, and reporting for achieving time-bound project results,
- j. The province PCO shall coordinate and facilitate the implementation of the decisions made by the Technical Coordination Committee and the Supervisory Board for effective project implementation.
- k. The Province Ministry shall ensure that PCC facilitates learning and continuous improvement by sharing feedback and lessons learned, and by promoting coordination across federal, provincial, and local levels of government for integrated project management.
- l. The Province Ministry shall ensure representation of the Province Secretary as member of the Supervisory Board while the Province Project Coordinator and other designated staff shall participate in all relevant project governance and coordination mechanisms.
- m. The Province Ministry shall coordinate with other relevant programs and stakeholders within the province and shall ensure timely communication of PCC decisions and project updates to the Project Supervisory Board, and the local level Project Management Committees.

ROLE AND RESPONSIBILITIES OF THE FEDERAL MINISTRY

The Federal Ministry shall undertake the following roles and responsibilities for the effective implementation and coordination of the LACC Project in accordance with the provisions of this Memorandum of Understanding and relevant bilateral agreements:

- a. The Federal Ministry shall coordinate among the three tiers of government federal, provincial, and local as well as among inter-agency bodies, to ensure coherent implementation of project activities.
- b. The Federal Ministry shall facilitate and coordinate institutional structures and mechanisms as stipulated in the provisions of the bilateral agreements entered with development partners.
- c. The Federal Ministry shall establish and manage the Project Coordination Unit which also serves as Secretariat of the National Project Director, ensuring it functions as the central coordination and oversight body for the project at the national level.
- d. The Federal Ministry shall provide necessary support and facilitation to local governments for the effective implementation of programs and activities under the LACC Project.
- e. The Federal Ministry shall ensure timely coordination and follow-through on decision-making processes arising from the Project Supervision Committee and shall oversee the implementation of such decisions at all levels of government.
- f. The Federal Ministry shall coordinate and maintain regular communication with the European Union and the Government of Finland to ensure alignment, transparency, and the effective implementation of the LACC Project in accordance with donor requirements and national priorities.

- g. The Federal Ministry shall provide overall oversight, coordination, technical facilitation, monitoring, and strategic guidance to all implementing entities for the efficient and effective execution of the project.
- h. The Federal Ministry shall facilitate the mobilization of financial resources, the allocation of budgets, the selection of programs, and the implementation of activities as outlined in the bilateral agreements and endorsed in annual project work plans.

INTEGRAL COMPONENTS OF THE MOU

The agreements made by the local governments with the Federal Ministry, the decisions, guidelines and manuals of the Project Supervisory Board, and the project-related decisions made by the Federal Ministry from time to time shall be considered an integral part of this Memorandum of Understanding (MoU).

FINAL DECISION BY THE MINISTRY

If any clause or provision of this **Memorandum of Understanding (MoU)** requires modification, amendment, or removal, it shall be clarified further in accordance with the provisions of the **bilateral agreement and project document**. In case of any obstacles during project implementation, the **Ministry of Federal Affairs and General Administration** shall resolve the issues based on the recommendations made as per the decisions of the **Supervisory Board**.

On behalf of Province Ministry	On behalf of Federal Ministry
Signature: _____ Name: Position: Province Secretary Office stamp	Signature: _____ Name: Position: Secretary Office stamp
Witness: Signature: _____ Name: Position: Office stamp	Witness: Signature: _____ Name: Position: Office stamp
Witness: Signature: _____ Name: Position: CTA/TL Project stamp	