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*The LACC Project Implementation Manual (PIM) is approved by the second Supervisory Board Meeting (26 September 2025). It is mandatory in all the project working Rural Municipalities and Municipalities to follow this guideline and its supporting manuals while implementing LACC Project funded activities, as per the Memorandum of Understanding signed between Rural Municipality/Municipality and MoFAGA.*

**Certification**

.....

Mohan Kumar Ghimire

Member Secretary, Project Supervisory Board

Under Secretary, MoFAGA

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## 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. LACCP 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)
- 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	MHM	Menstrual Hygiene Management
AWP	Annual Work Plan	MIS	Management Information System
BCC	Behaviour Change Communication	MoFAGA	Ministry of Federal Affairs and General Administration
CAO	Chief Administrative Officer (local governments)	MoU	Memorandum of Understanding
CCA	Climate Change Adaptation	MSME	Micro-, Small and Medium-sized Enterprises
CFUG	Community Forest Users Group	MUS	Multiple Use Water Systems
CR-WSP	Climate Resilient Water Safety Plan	NPD	National Project Director
CV	Curriculum Vitae	NPR	Nepalese Rupees
DMM	Dignified Menstrual Management	NRDF	Natural Resources Development Fund
DRM	Disaster Risk Management	NRM	Natural Resource Management
DSA	Daily Subsistence Allowance	O&M	Operation and Maintenance
EU	The European Union	ODF	Open Defecation Free
FY	Fiscal Year	PCC	Province Coordination Committee
GEDSI	Gender Equality, Disability and Social Inclusion	PCO	Province Coordination Office
GIS	Geographic Information System	PIM	Project Implementation Manual (the Manual)
GoF	Government of Finland	PMC	Project Management Committee
GoN	Government of Nepal	PSU	Project Support Unit
GPS	Global Positioning System	QARQ	Quantity, Accessibility, Reliability and Quality
HH	Household	RVWRMP	Rural Village Water Resources Management Project
HRBA	Human Right Based Approach	RWSSP-WN	Rural Water Supply and Sanitation Project in Western Nepal
ICIMOD	International Centre for Integrated Mountain Development	SBS	Step-by-Step
ICS	Improved Cooking Stoves	SDG	Sustainable Development Goal
IEC	Information Education and Communication	SUSWA	Sustainable WASH for All
IUCN	International Union for Conservation of Nature	TA	Technical Assistance
IWM	Improved Water Mill	TCC	Technical Coordination Committee
LACC	Local Adaptation to Climate Change	TSU	Technical Support Unit
LAPA	Local Adaptation Plan of Action	UC	Users Committee
LFUG	Leasehold Forest Users Group	UN	United Nations
LG	Local Government	UNDP	United Nations Development Programme
LGU	Local Government Project Implementation (WASH and Environment) Unit	VAT	Value Added Tax
LMBIS	Line Ministry Budgetary Information System	VMW	Village Maintenance Worker
MFA	Ministry for Foreign Affairs (of Finland)	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 1: 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

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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 27 (8 from Sudurpashchim province and 19 from Karnali province) additional local governments for the LACC Project, 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, LGPAS score, 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

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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.

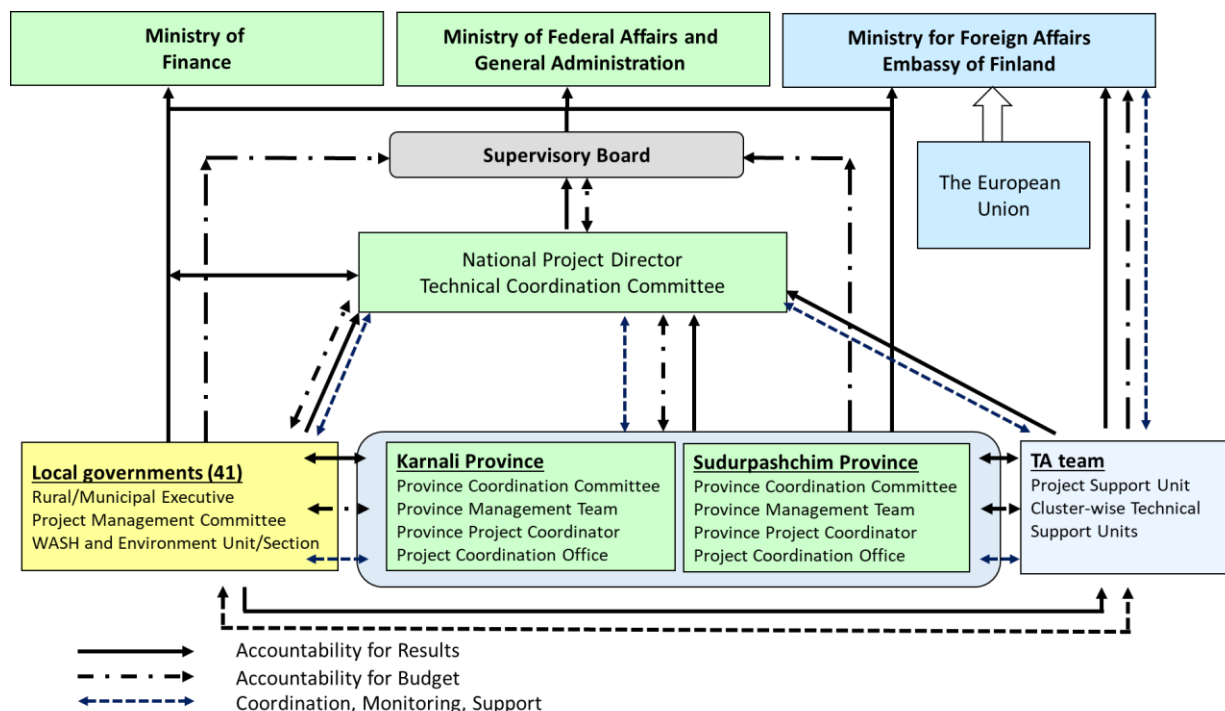


Figure 1 Organisational Chart of LACC Project

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

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

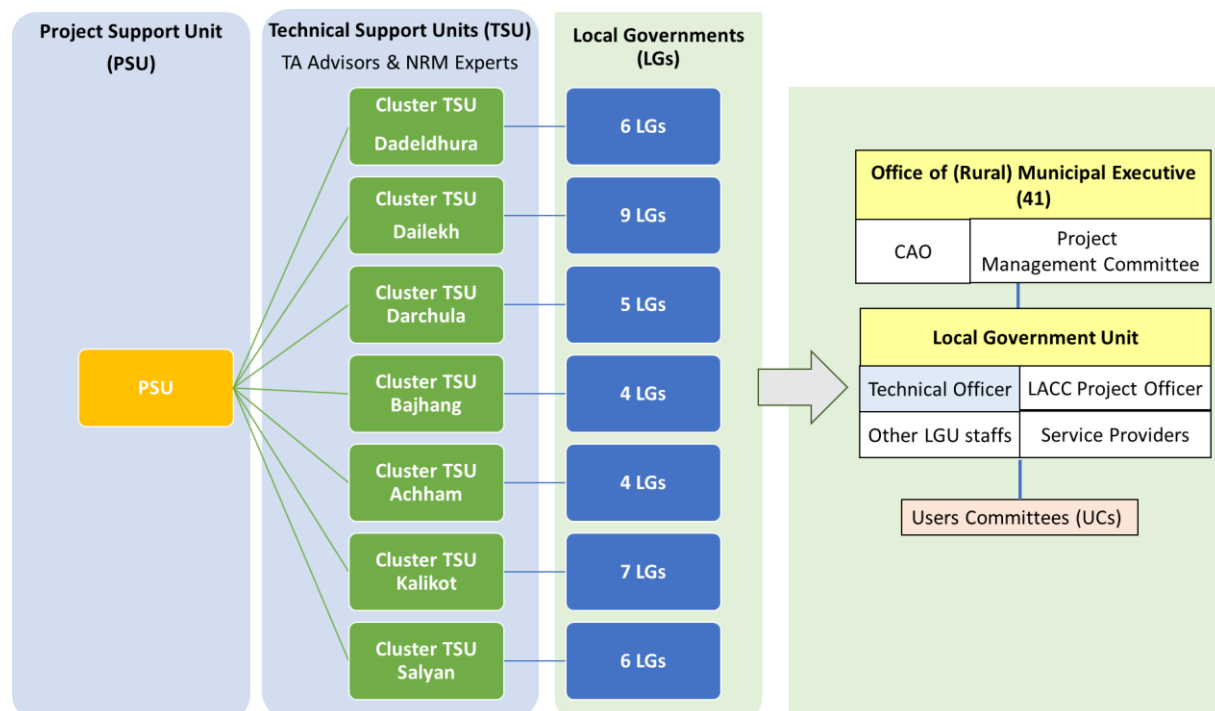


Figure 2 LACC Project Local level organogram

## 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's 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.

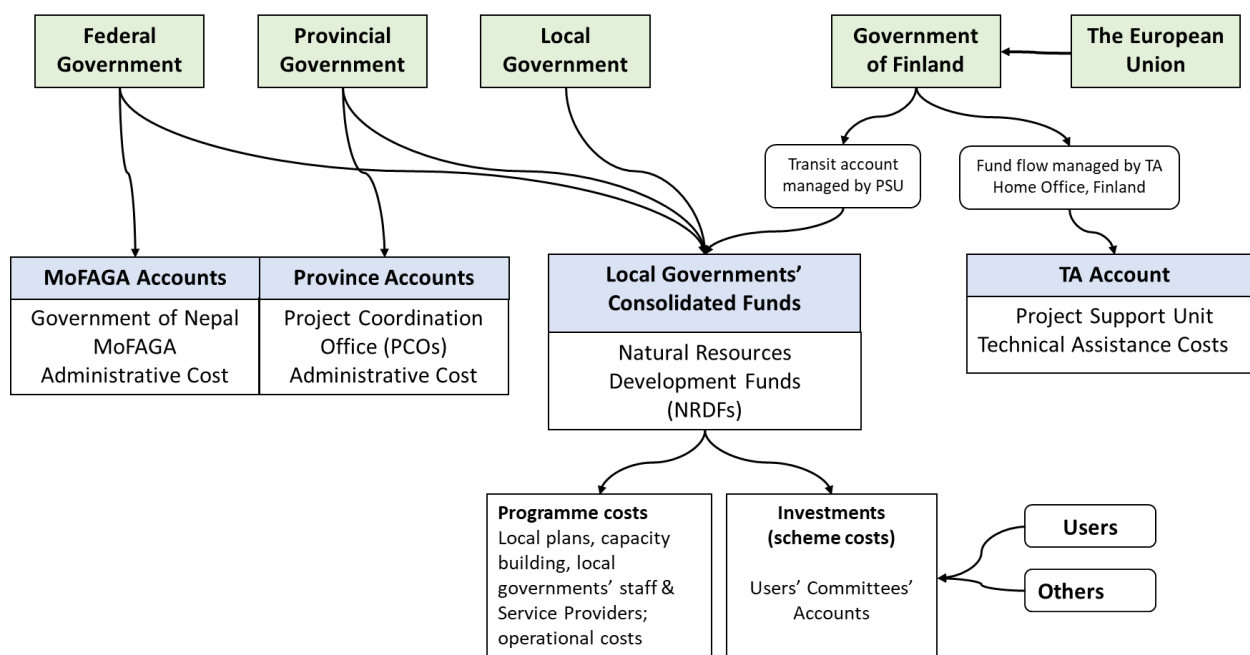


Figure 3 LACC Project Fund flows

## 2.5 CONTRIBUTION FROM DIFFERENT STAKEHOLDERS

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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

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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

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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.
<b>Total</b>	<b>100%</b>	

**Table 2 LG's instalments to UCs for irrigation**

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

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

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

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

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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

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### 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 a committee itself and concerned authorities need the bookkeeping also for monitoring and auditing of the use of money. LACC Project Step-by-Step manuals should be refer for 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 the 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 the 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 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)*.

### 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.

### *References:*

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

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:

- 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**

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### **3.2.1 Gender equality and Non-discrimination, with an emphasis on disability inclusion**

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 Toile 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 Indigenous

#### 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)

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 the 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**

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#### **3.3.1 Approach for 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.

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

#### 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)

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.

### **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 pro-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

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#### 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 manage water supply schemes
- rehabilitation of old 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: Rural municipalities 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

### 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.

#### References:

- PIM Ref 1. Agreement between GoF and GoN on the Co-operation in LACCP (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)

- **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 Sustainability of the Schemes**

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 (DWS) and Multiple Use Water Systems (MUS)

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 Ministry of Water Supply, Sanitation, and Hygiene, 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 Toward 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 Promoting Menstrual Hygiene Management (MHM)

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 (PoCo) 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
- 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

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The rural municipalities 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 (LAPA), Local Disaster and Climate Resilient Plan and Local Disaster and Climate Resilient Framework will identify the major climate change mitigation, conservation and watershed management intervention areas and the rural municipalities 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 practice finding the existing status of disaster risk governance and support to integrate the climate adaptation. Climate local government and 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. Additionally, strategic partnerships will be made at provincial and federal level with partners such as NFDN, FECOFUN, FEDWASUN, academia (e.g. KTI, MU, FU, TU, Agriculture and Forestry University, local technical schools/colleges), research centers, 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 Staff 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

**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 Technical Officer from the Project)
4	Construction supervision	Assistant Sub-Engineer/WRT – experienced with WASH and Irrigation – 1 person per five schemes (Assistant – fourth level)

<b>5</b>	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)
<b>6</b>	Training on livelihood, natural resource management and implementation of the activities	NRM Facilitator – Forestry or Agriculture background (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 <sup>1</sup>
<b>1</b>	LACC Project Officer	Officer – Sixth Level – One	Office of the municipality	Bachelor’s degree in relevant discipline. Minimum five years’ experience on WASH, NRM, planning, livelihood etc.
<b>2</b>	Field Coordinator	Assistant – Fifth Level – One	Office of the municipality/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.
<b>3</b>	Sub-Engineer	Assistant – Fifth Level – One	Office of the municipality/ward office	Intermediate Diploma in Civil Engineering. Minimum three years’ experience on WASH, irrigation, NRM, planning, livelihood schemes survey design and construction supervision.
<b>4</b>	NRM Facilitator	Assistant – Fifth Level – One	Office of the municipality/ward office	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.
<b>5</b>	Assistant Sub-Engineer	Assistant – Fourth Level – Two-Three <sup>2</sup>	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.

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

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

				Minimum five years' experience on implementation of water supply, irrigation or other infrastructure works in the field.
6	Social Mobilizers	Assistant – Fourth Level – Two-Three <sup>3</sup>	Ward Office	School Leaving Certificate / Secondary Education Examination or equivalent. Minimum five years' experience on capacity building, social mobilization, NRM, planning, livelihood etc.

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

### 4.3 STEPS FOR RECRUITMENT AT LOCAL LEVEL

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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 evaluation 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

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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 municipality. Short-term service providers are not entitled to get other facilities other than basic service fee.

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<sup>3</sup> The numbers depend upon the number of settlements in the working area

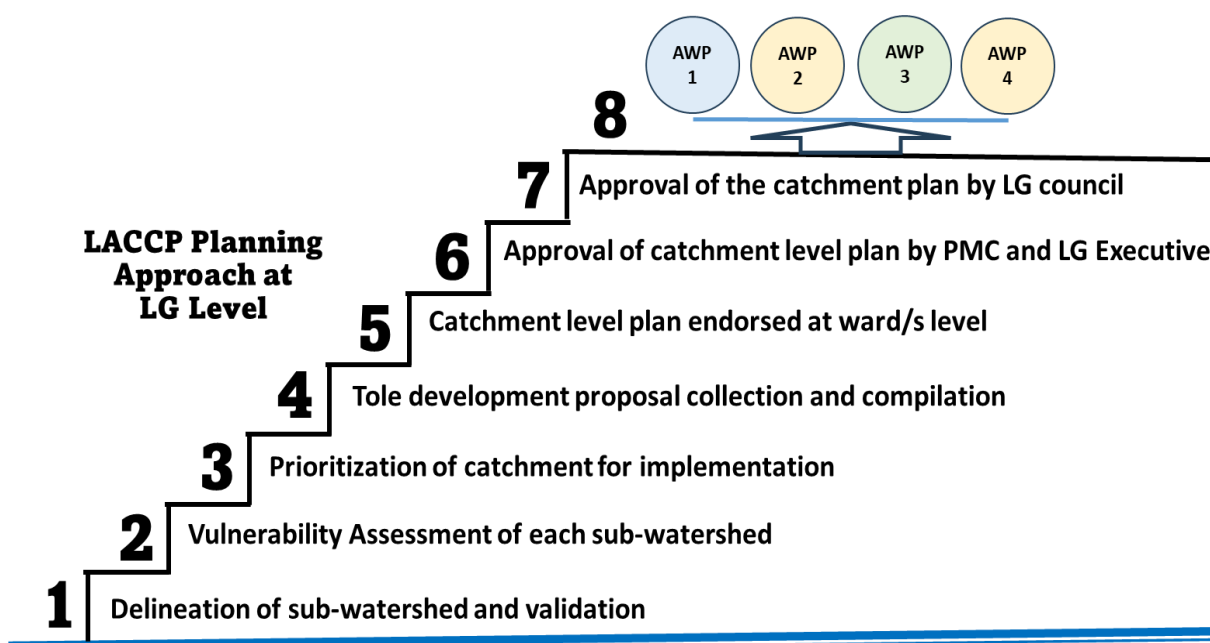
## 5 PLANNING

### *LACC Project Planning Process at Local Government Level*

The LACC Project local government (LG) level planning process is designed to promote inclusive, climate resilient, and multi-sectoral natural resource management (NRM). This approach supports LGs in selecting and implementing priority projects that reduce climate risks, enhance community resilience, and promote sustainable development. The process follows eight systematic steps, combining scientific analysis with participatory decision-making and alignment with existing local planning frameworks.

#### *References:*

- 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 4.-7. LACC Project Step-By-Step Manuals
- 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)



*Figure 4 LACC Project Planning Approach LG Level*

#### **Step 1: Delineation of Sub-Watersheds and Validation**

The process begins with mapping and validating the boundaries of catchments and sub-watersheds using Geographic Information Systems (GIS) and field verification. Technical teams analyse topography, water flow, land use, forest cover, biodiversity, and hazard-prone areas. These preliminary maps are then validated through consultations with ward representatives, water and forest user groups, cooperatives, schools, and marginalized communities. This ensures that the maps accurately reflect both natural features and community resource use, forming the spatial foundation for integrated planning.

### ***Step 2: Vulnerability Assessment of Each Sub-Watershed***

An inclusive vulnerability assessment follows, combining scientific data on climate risks (e.g., floods, droughts, landslides, land degradation) with the knowledge and perspectives of local communities, including women, persons with disabilities, Dalits, Indigenous Peoples, and other marginalized groups. The assessment identifies vulnerabilities related to water scarcity, forest degradation, biodiversity loss, and social barriers, while also documenting community strengths and resilience strategies. Special attention is given to menstrual hygiene, renewable energy access, and barriers to technology and resources. The outcome is a detailed, inclusive report to guide targeted interventions in NRM, WASH, livelihoods, and climate adaptation.

### ***Step 3: Prioritization of Catchments for Implementation***

Using a participatory and transparent Criteria-Based Ranking Tool (CBRT), LG staff and community stakeholders rank catchments based on climate risk exposure, water scarcity, forest and land use pressures, biodiversity threats, poverty, social inclusion, and gaps in WASH and renewable energy access. Emphasis is placed on areas where vulnerable groups face disproportionate impacts. This collaborative ranking produces an endorsed priority list, balancing ecological urgency with social inclusion needs, which directs the selection of catchments for project intervention by the Project Management Committee (PMC).

### ***Step 4: Toile Development Proposal Collection and Compilation***

Following prioritization, the PMC selects one to three catchments for implementation based on budget and local needs. Community-level participatory planning is then facilitated by LGU staff, engaging toilet residents, women's groups, persons with disabilities, marginalized households, irrigation users, cooperatives, schools, and forest user groups. These sessions generate detailed, inclusive toilet development proposals covering water conservation, WASH (including menstrual hygiene), irrigation, forest management, climate-smart agriculture, renewable energy technologies, livelihoods, disaster risk reduction, and environmental safeguards. Proposals are aligned with ward, municipal, and sectoral plans to ensure coherence.

### ***Step 5: Catchment Level Plan Endorsed at Ward-Level***

Settlement proposals are consolidated into comprehensive ward-level NRM plans through multi-sectoral meetings involving elected officials, technical staff, user group representatives, and community members. Proposed activities undergo review for technical feasibility, environmental sustainability, social inclusion, and alignment with government and donor programs. Cross-cutting priorities, such as women's leadership, disability-inclusive infrastructure, renewable energy expansion, and cooperative strengthening, are integrated. The ward-level plan, reflecting inclusive and climate resilient development priorities, is then endorsed for submission to the PMC and sectoral committees.

### ***Step 6: Approval of Catchment Level Plan by PMC and LG Executive***

The PMC and LG executive rigorously review ward-level plans to ensure compliance with technical standards, environmental regulations, and LG priorities. They verify that interventions effectively reduce climate hazards, improve natural resource management, support sustainable land use, expand renewable energy, enhance WASH (including school and menstrual hygiene), promote climate-smart

irrigation and agriculture, conserve biodiversity, and strengthen livelihoods through value chains and SMEs. The review process also confirms the meaningful participation and benefit of women, persons with disabilities, and marginalized groups. Upon approval, the plan with climate coding and gender coding is forwarded to the Local Government Executive body for formal endorsement.

***Step 7: Formal Approval of Catchment Plan by LG Council***

To legitimize and formalize NRM priorities, the LG Executive presents the PMC-endorsed plans to the council. The council deliberates with a focus on representing vulnerable populations and ensuring cross-sector coordination across WASH, agriculture, forestry, land use, renewable energy, biodiversity, sanitation, climate resilient water safety planning, and disaster risk management. The council's resolution authorizes the inclusion of prioritized schemes in annual plans and allocates necessary resources, providing legal and political backing for implementation and ensuring ownership at the highest LG level.

***Step 8: Integration into LACC Project Annual Work Plan (AWP) and Budgeting***

Following council endorsement, the medium- and long-term catchment/sub-watershed plans are translated into multi-year implementation strategies. Municipal planning teams collaborate with sectoral departments to align LACC Project priorities with fiscal year resource allocation. This integration includes water security, sanitation, irrigation, forest restoration, agroforestry, biodiversity conservation, renewable energy, livelihoods support, and climate hazard mitigation. GEDSI considerations are mainstreamed to ensure equitable benefits and empowerment of marginalized groups. The outcome is an inclusive, climate resilient AWP that secures funding and commits to executing multi-sectoral NRM activities under the LACC project.

## 6 CAPACITY BUILDING GUIDELINES

### 6.1 OVERVIEW TO CAPACITY BUILDING

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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 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

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 below:

*Table 6 Classification of capacity building activities by source of funding*

Thematic Area	NRDF Funded	PSU/PCO Funded
<b>Users Level capacity building</b>	All scheme related trainings	None
<b>Local government staff</b>	Regular monthly meeting cost, training conducted for LGU staffs	Specific technical training on specific thematic topic for selected LG staff/LGU staff
<b>Local human resources development</b>	Local Service Providers participating from respective LG or district	Information, Education and Communication (IEC) materials for the training, Outsourced expert trainer (if needed)
<b>Livelihood, forestry and environment related trainings</b>	All type of trainings	All ToTs participated by number of different LGs.
<b>Technical training (VMW, Rainwater harvesting mistri, water resources technician, renewable energy technologies, agroforestry etc.)</b>	All technical trainings	External Resource Person cost in special case (if needed)
<b>Events, festivals and awareness campaigns</b>	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)
<b>Sanitation and Hygiene</b>	All community/LG level training campaigns	All ToTs participated by number of different LGs
<b>LG level capacity building activities</b>	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/district participants	Provincial and federal level workshops, Annual workshop with LG representative

		(Chairperson/Mayor/Vice chairperson/Deputy mayor/CAO)
<b>Central Level capacity building activities</b>	None	All central level capacity building activities, Coordination meeting with LGs, Technical Coordination Committee meetings, Supervisory Board and province level planning and coordination meetings
<b>Exposure visits</b>	All exposure visits that have participants from UC and LGs	Project staff exposure visits, federal and province level exposure visits

**Community-level capacity development** will be based on building awareness of the value of community ownership of the investments, combined with training in running and managing community organizations and in sustainable operation and maintenance of the schemes constructed with the Project support.

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.

**Local Government level capacity development**

This focuses on the Local Government WASH and Environment Unit (LGU) 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, 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-based 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-based 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.

### ***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 needs arise 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 FOR CAPACITY BUILDING ACTIVITIES

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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

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#### 6.4.1 Overview to norms for trainings

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 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 municipality shall be conducted at municipality's hall up to the extent possible.

### 6.4.2 Norms for community 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
<b>Note:</b> Only for the training (not for meetings and others)			

### 6.4.3 Norms for LG 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	

<b>10</b>	Resources Person cost	Complying heading 6.8	If needed for technical session
<p>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.</p>			

#### 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 technical training organized at village level**

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	if needed, as per actual
8	Classroom materials	NPR 5000/event	
9	Equipment and tools	As per estimation	
10	Transportation cost	As per actual	
11	Opening and 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. PMC will nominate a coordinator from WASH/Environment section of the municipality. 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 district, 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.
- No service contract is required for Local Resource Persons.

#### B. External Resource Persons

- Generally, fee of external resource persons (freelancer or consultant) will be paid from TA Capacity Budget of PSU according to the rule of the Project.
- Freelancer or consultant.
- GoN, and line agency or Non-Governmental Organization staff who need to take leave to facilitate the training.
- 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 Accounts Officer 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 persons are the trainers engaged to facilitate the training in their own duty station e.g., municipality headquarter, or district headquarter and facilitate the technical sessions of different trainings. The trainers from same office who organize the training are not entitled to get facilitation fee, they will only be paid the handouts fee. The fee (Including tax) of Local Resource Person shall be applied as follows is Table 11.

**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
<b>Gazetted officers</b>	2,000	Max 2 sessions/day
<b>Non-Gazetted</b>	1,500	Max 2 sessions/day
<b>the above rate includes hand-outs and presentation materials.</b>		
<p>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.</p> <p>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.</p>		

**External Resource Person Fee:** If the training required external resource persons, the resource persons will be managed by PSU according to the norms provided in the Personnel and Administrative Manual of the PSU.

If any of the specialized technical training that can't be facilitated by available human resources and required to be funded from NRDF, external resource person or agency shall be hired by the municipality following existing procurement provisions of the government of Nepal/municipality. PMC will decide on hiring such services in consent of Team Leader/Deputy Team Leader of the LACC Project.

### **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 and Behaviour change
- GEDSI
- Water and energy-based livelihood
- Cooperative

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 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.

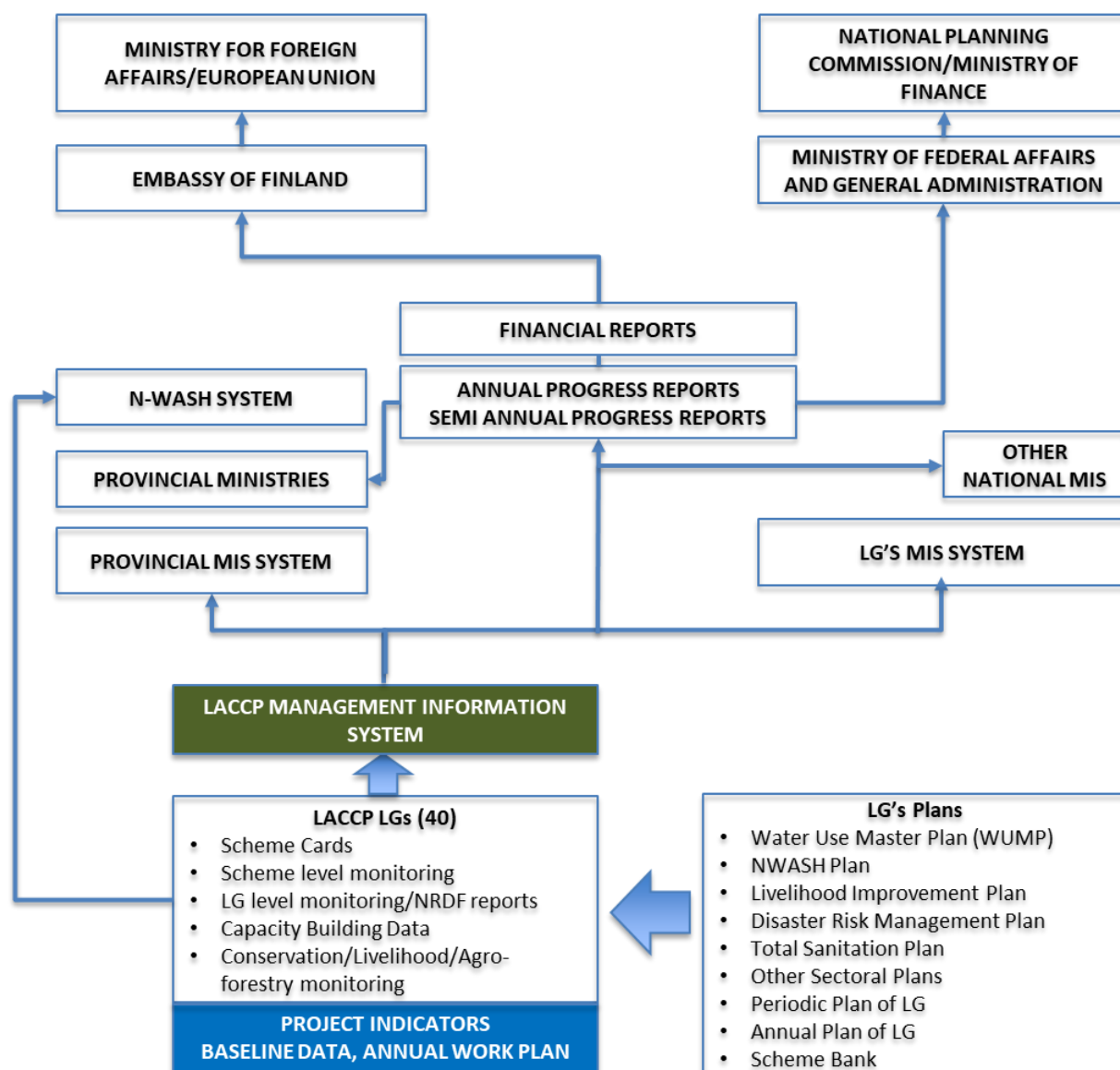


Figure 5 Monitoring and Flow of Information

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 transaction by Office of Auditor General as per rule of GoN and take further action for any kind of unsettlements.

## 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
<b>Central level</b>	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.
<b>Project level</b>	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.
<b>LG level</b>	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.
<b>Scheme level</b>	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
<b>Province Project Coordinator &amp; PCO</b>	Province Project Coordinator or designated staff from PCO, Ministry of Physical Infrastructure Development (Sudurpashchim)/ Ministry of Water Resources and Energy Development (Karnali)
<b>LACC Project</b>	TA Advisor or NRM Expert One of the PSU specialists/ Engineer
<b>LG</b>	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
<b>LG/PMC</b>	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
<b>LG Ward</b>	Ward Chairperson Ward members of respective ward
<b>LACC Project</b>	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 (PSEAH):** 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. LACCP 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)



Figure 6 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 Communications and Visibility Strategy and Action Plan.

**Table 16 Knowledge Management in the Project**

Type of communication	Target audience	Objective	Tools	Indicators
<b>Public communication and advocacy</b>	International and national stakeholders	Sharing actively on the implementation, impact and lessons learnt of the Project, creating positive publicity for cooperation between Finland and Nepal and the EU	Social media, information and research 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	Number of published articles, publications, media sentiment analysis (key messages from the project appearing in media coverage) engagement level and growth in social media and website etc.
<b>Campaigning toward the LACC Project objectives</b>	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
<b>Knowledge Management</b>	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,	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,	Functioning and active MIS system and communications platforms

		transferring knowledge from Project to local communities, LGs, provincial and federal governments, to document best practices as well as failures and lessons learned	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	
<b>Visibility</b>	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
<b>Community and Stakeholder Dialogue</b>	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 Staff 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)
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