

Capacity Development for Local Government - CDLG (STRIDE) - Annual Financial Report No. 03 (Interim)
for the period 1st November 2019 to 31st October 2022

ACA/2019/410-680

EXPECTED OUTPUTS	KEY ACTIVITIES	SUB-ACTIVITIES	Budget Description	Amount	
				PLANNED BUDGET (USD)	Total Utilization (Expenditure + Commitments) (USD) As at 31 Oct 2022
Output 1. Local Planning and budgeting cycles, and local service delivery improved and are responsive to gender and marginalization issues.	1.1: Conduct Capacity mapping and develop capacity plan.	1.1.1 Organize introductory workshops about the project in all four targeted provinces, in collaboration with Commissioner/Assistant Commissioners of Local Government	Supplies, commodities & materials	95,620	6
		1.1.2. Hire consulting team(s)/firm(s) to conduct capacity mapping and assessments	Staff and other personnel costs	66,934	19,229
		1.1.3 Conduct institutional capacity mapping of LAs (such as planning, fiscal management, implementation, monitoring capacities) and categorize LAs based-on levels of capacity	Vehicles, equipment and furniture including depreciation	95,620	21,507
		1.1.4. Conduct mapping of existing systems related to functions and service delivery (such as information management systems, front office, revenue etc.)	Contractual Services	330,289	748,935
		1.1.5. conduct mapping of planning, budgeting, and tracking tools available to and utilized by LAs, and analyse data availability and relevance, in collaboration with relevant planning offices	Travel	47,810	2,824
		1.1.6. identify and evaluate existing participatory mechanisms (disaggregated by sex, age, ethnicity etc.)	Transfers and Grants to Counterparts	95,620	-
		1.1.7. Conduct sample assessment of LAs and their role in promoting local businesses	General operating costs of the project office	124,306	23,890
		1.1.8. Support consolidation and visualization of findings from capacity and systems mapping, and assessments (including assessments conducted by partners) with GIS			
		1.1.9. based on the findings of capacity assessments, in collaboration with SLILG, MDTU, CLG, etc., develop integrated capacity development plans, areas for learning by doing, and learning trajectories			
		1.1.10. organize workshops for SLILG, MDTU, CLG and the Good Governance Resource Centre (GGRC), on implementing, review/monitoring, of capacity development initiative			
		1.1.11. Strengthen (trainings, learning by doing by organizing trainings for LAs) the capacity of Good Governance Resource Centres to serve as repositories and training facilities			
		1.1.12. Establish advisory boards in the four provinces to review capacity development plan implementation through the project cycle			
		1.1.13. Establish capacity development network to guide roll out of capacity development plans			
		1.1.14. Review and update results framework (finalize indicators, baselines and targets of the project)			
		1.1.15. Conduct capacity assessment of potential implementing partners and establish a roster			
Sub-Total 1.1				856,198	816,391

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				PLANNED BUDGET (USD)	Total Utilization (Expenditure + Commitments) (USD) As at 31 Oct 2022
	1.2: Conduct capacity building on planning, budgeting and for utilization of basic and performance transfers.	1.2.1. Organize visioning exercises and refresher on the roles and functions for devolved and deconcentrated units of government.	Supplies, commodities & materials	129,087	38,769
		1.2.2. Raise awareness of basic and performance transfers among officials and at community level (in collaboration with LDSP)	Staff and other personnel costs	50,200	20,961
		1.2.3. Develop education materials on SDGs, participatory planning, creative problem solving, etc., (linked to 1.2.6, 1.2.8, 1.5.5)	Vehicles, equipment and furniture including depreciation	35,857	23,444
		1.2.4. Organize peer to peer exchange and learning trajectories (visits to other wards/LAs) for LA officials and community members related to participatory planning, subproject implementation (including procurement) and innovative solutions to be financed through basic and performance transfers and service delivery.	Contractual Services	322,717	731,921
		1.2.5. Organize customized and targeted training (including related to resilient local development) for first time Councillors (including women and youth) at Las (through CBOs, MDTU, GGRC etc.)	Travel	35,857	8,189
		1.2.6. Organize joint workshops for LAs and deconcentrated units to familiarize/refresh on SDGs, SDG prioritization at the local level, planning and budgeting processes – including gender responsive budgeting, participatory processes, and use of web and digital tools (linked to K.A 1.3.)	Transfers and Grants to Counterparts	35,857	-
		1.2.7. Develop checklist or dashboard for participatory tracking of LAs on meeting the criteria for basic and performance transfers.	General operating costs of the project office	107,572	42,973
		1.2.8. Integrate SDG related activities into local and provincial plans			
		Sub-Total 1.2		717,148	866,257
	1.3: Develop and utilize tools to enhance participatory, responsive and accountable service provision and simplify and visualize planning and budgeting processes.	1.3.1. Train community-based organizations and civil society organizations to raise local awareness on local development planning, social audits etc. (linked to LDSP and British Council work with select community forums)	Supplies, commodities & materials	258,173	523,588
		1.3.2. Improve and/or develop mechanisms/tools to enable participation of different stakeholders (including digital participation platforms)	Staff and other personnel costs	100,401	69,271
		1.3.3. Improve analysis and prioritization of community level and ward level needs (including information about disaster risks) and integrate it into local plans.	Vehicles, equipment and furniture including depreciation	71,715	32,851
		1.3.4. Improve/develop and use of planning and budgeting tools (with an emphasis on visualization, allocation and utilization tracking down to ward and community level), in line with LDSP, and in collaboration with central and provincial institutions on planning and budget (Linked 1.2.7 and 3.2.2)	Contractual Services	645,433	1,346,968
		1.3.5. Develop service tracker to log requests for services, time taken for services (disaggregated by age and sex), etc., to improve efficiency and effectiveness (linked to 1.3.4)	Travel	71,715	4,008
		1.3.6. Raise awareness on internal and external grievance and feedback mechanism (including on abuse of authority, sexual harassment, quality of services, social and environmental impacts (particularly through the CDLG Project)	Transfers and Grants to Counterparts	71,715	-
			General operating costs of the project office	165,144	180,241


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		1.3.7. establish online and/or offline complaint mechanisms with emphasis on follow up action 1.3.8. Provide training to community forums and CSOs (targeted through SEDR) to act as interlocutors to address grievance related to services 1.3.9. Train CSO/CBO and LA and create mechanisms for social audits, e-citizen report cards and proactive disclosure at all levels of local governance system to promote downward accountability and improve feedback mechanisms. 1.3.10. Develop guidelines and establish interoperability between different web/mobile tools of LAs and PCs and support data analytics (linked to 1.2.7, 1.3.4, 1.3.5 and 3.1.2) 1.3.11. Capture and collate experiences and lessons from capacity development interventions (including use of planning and budgeting tools), and disaggregate by sex, age, seniority of officials, etc.			
	Sub-Total 1.3			1,384,296	2,156,928
	1.4: Build capacities for data management.	1.4.1. Review data management routines, practices and standards applied, in collaboration with the Deputy Chief Secretary/Planning, (including related to collection of data at GN level and the use of GN data at different levels of government)	Supplies, commodities & materials	172,116	239,124
		1.4.2. Provide on the job training for planning and statistical offices (PC and district secretariat level to clarify data available, and format in which data is required (disaggregated data) for producing visualization and tracking tools)	Staff and other personnel costs	66,934	13,141
		1.4.3. Provide trainings on data analysis and visualization (linked to 1.3.4, 1.3.10)	Vehicles, equipment and furniture including depreciation	47,810	24,360
		1.4.4. Develop/adopt data collection tools (including at the GN level) and support use of data from other sources (including CSOs)	Contractual Services	430,289	245,767
		1.4.5. Raise awareness in damages and loss databases, and use of disaster risk data into local planning (linked to 2.2.1, 2.2.2)	Travel	47,810	1,793
		1.4.6. Train Planning Secretariats (PCs and Districts) to produce profiles of different tiers of government, infographics, and other reports (with special focus on gender and marginalized groups)	Transfers and Grants to Counterparts	47,810	-
		1.4.7. Share profile, reports produced (1.4.6) on state/public platforms in accordance to RTI Act	General operating costs of the project office	143,430	8,169
	Sub-Total 1.4			956,198	532,354
	1.5: Execute targeted capacity development programmes for women and youth officials (Elected and Administrative)	1.5.1. Organize targeted training for women officials, through district level committees established by UN Women.	Supplies, commodities & materials	129,087	1,467
		1.5.2. Develop and roll out mentorship and exchange programme between women and youth officials respectively through existing networks	Staff and other personnel costs	50,200	9,133
		1.5.3. Support to increase knowledge of women and youth elected representatives through learning by doing, to identify and integrate interventions to address critical issues at LA level in local plans.	Vehicles, equipment and furniture including depreciation	35,857	10,215
		1.5.4. Develop and roll out "learning trajectories" programme for women leaders.	Contractual Services	322,717	398,576

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Output 2: The local governance system is innovative and provides services that address multi-dimensional challenges.	2.1: Build capacities for innovative service delivery.	1.5.5. Develop education materials and train women leaders (CSOs/ CBOs) to participate in local planning and monitoring processes (linked to 1.2.3)	Travel	35,857	1,246
		1.5.6. Provide seed-funding for initiatives/projects identified and supported by women officials.	Transfers and Grants to Counterparts	35,857	-
			General operating costs of the project office	107,572	44,914
		Sub-Total 1.5		717,148	465,549
		Total for Output 1		4,630,988	4,837,480
		2.1.1. Organize and conduct regular design thinking / social innovation workshops, in collaboration with LG associations, women's networks, youth fronts and community forums, to identify problems and co-create solutions for service delivery (Elderly care, drinking water, waste management, etc.)	Supplies, commodities & materials	150,456	-
	2.2: Build capacities to support gender-inclusive local resilient development.	2.1.2. Train community development officers and local organizations to use different tools to facilitate public engagement in developing solutions to address local needs.	Staff and other personnel costs	58,511	8,768
		2.1.3. Support to identify winning solutions from design thinking workshops and organize collaborative workshops with LAs/Provincial Councils and individuals participating in design workshops (2.1.1) to develop business plans, allocate resources to develop and test prototype solutions.	Vehicles, equipment and furniture including depreciation	41,793	16,914
		2.1.4. Mentor LAs to review existing management arrangements for project and develop and adopt appropriate management arrangements for testing solutions, assessing social and environment impact, to ensure sustainability of winning solutions.	Contractual Services	376,140	665,954
		2.1.5. Collate and share solutions developed, along with local experiences and lessons from using social innovation approaches between LAs.	Travel	41,793	5,376
		2.1.6. Share successful solutions with other LAs and scale up across targeted provinces	Transfers and Grants to Counterparts	41,793	1,483
			General operating costs of the project office	125,380	15,130
Output 2: The local governance system is innovative and provides services that address multi-dimensional challenges.	2.2: Build capacities to support gender-inclusive local resilient development.				
		Sub-Total 2.1		835,866	713,625
		2.2.1. Train LAs, PCs and deconcentrated units on disaster risk reduction strategies/guidelines, climate resilience and environmental standards, in collaboration with key technical agencies such as the Disaster Management Centre.	Supplies, commodities & materials	300,912	274,762
		2.2.2. Support local organizations to improve awareness and engage on disaster risk reduction through partnering with key technical agencies such as Disaster	Staff and other personnel costs	117,021	9,954
		2.2.3. Support the development of integrated development plans at the Provincial level.	Vehicles, equipment and furniture including depreciation	83,587	19,202
		2.2.4. Develop modules and provide training on producing local investment plans, in line with Provincial Development Plans.	Contractual Services	752,279	509,158
	2.2: Build capacities to support gender-inclusive local resilient development.	2.2.5. Train LAs to conduct social and environmental impact assessment of the investment plans.	Travel	83,587	5,879
		2.2.6. Support LAs/PCs to access loans from Local Loans and Development Fund (LLDF) for their local investment/business plans.	Transfers and Grants to Counterparts	83,587	-
		2.2.7. Support to adopt e-payment/e-revenue systems (UNDP developed) from PC level to LA level	General operating costs of the project office	200,760	29,451
		Sub-Total 2.2		1,621,732	848,406

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				PLANNED BUDGET (USD)	Total Utilization + (Expenditure + Commitments) (USD) As at 31 Oct 2022	
	2.3: Targeted support to MC/UC to address urban challenges	2.3.1. Support MCs/UCs to develop integrated local development plans (where possible with neighbouring LAs), in line with provincial plans. 2.3.2. Develop customized and targeted visualization, and planning tools for MCs/UCs (linked to 1.2.7, 1.3.4) 2.3.3. Provide data management and analytics training to MCs/UCs (linked to K.A 1.4, 2.1 and 2.2) 2.3.4. Strengthen the capacities of local organizations, in collaboration with the British Council's community mediation project, to engage in local development planning in MC/UC 2.3.5. Support MCs/UCs to engage with public, and design innovative service delivery solutions (Linked to K.A.2.1.) 2.3.6. Collate experiences and facilitate exchange between MCs/UCs	Supplies, commodities & materials	188,070	10,659	
			Staff and other personnel costs	73,138	6,594	
			Vehicles, equipment and furniture including depreciation	52,242	29,253	
			Contractual Services	470,175	380,337	
			Travel	52,242	4,649	
			Transfers and Grants to Counterparts	52,242	-	
			General operating costs of the project office	156,725	13,858	
	Sub-Total 2.3			1,044,833	445,350	
	Output 3: Legal and policy framework facilitate systems change and strengthen the process of decentralization	3.1: Conduct advocacy and learning exchange programmes	3.1.1. Organize and conduct annual learning-exchange events involving LAs/PCs and decentralized units in target provinces. 3.1.2. Develop events website to facilitate sharing of information and resources (including personal experiences of officials, beneficiaries, etc.), to facilitate a culture of listening and sharing. 3.1.3. Encourage/ support LAs, CSOs to use the annual learning event as a platform to advocate for policy change to improve local governance systems. 3.1.4. Produce policy papers Op-ed to highlight local governance and decentralization issues and best practices.	Supplies, commodities & materials	112,842	-
				Staff and other personnel costs	56,968	3,237
Vehicles, equipment and furniture including depreciation				31,345	-	
Contractual Services				202,105	129,638	
Travel				111,345	960	
Transfers and Grants to Counterparts				31,345	-	
General operating costs of the project office				94,035	14,155	
Sub-Total 3.1				639,985	147,990	
3.2: Improve collaboration between different levels and units of central, decentralized and devolved government.		3.2.1. Conduct research, analysis and make recommendations, in collaboration with line Ministries and other relevant institutions, on skills and capacities required at different tiers of government for sustainable development (linked to K.A.1) 3.2.2 Support central and provincial governments to review planning process, financial and information flow, based on existing and further analysis, from central to LA 3.2.3. Strengthen horizontal and vertical linkages between different levels of devolved government, and between devolved and decentralized units based on review and lessons from implementing basic and performance transfers. 3.2.4. Develop and issue directives, guidelines, regulations to improve efficiency,	Supplies, commodities & materials	254,432	16,927	
			Staff and other personnel costs	98,946	20,339	
	Vehicles, equipment and furniture including depreciation		70,676	-		
			Contractual Services	668,791	704,522	
			Travel	150,675	1,011	

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				PLANNED BUDGET (USD)	Total Utilization (Expenditure + Commitments) (USD) As at 31 Oct 2022	
			Transfers and Grants to Counterparts	70,676	-	
			General operating costs of the project office	132,027	44,302	
				1,446,222	787,102	
				2,086,207	935,092	
				10,219,626	7,779,953	
				715,374	544,597	
				10,935,000	8,324,549	
				Tranche Received	9,299,657	
				% Utilization on Overall Tranches Received up-to-date		
					90%	
NOTE:						
- The current reporting period amount includes - Expenditure, Commitments and Advances paid to the partners with legal commitments.						
- Out of the total legal commitments, \$ 549,108 paid in advances to partners.						
- Amount in the columns 'Planned Budget' & 'Total Utilization' are against the KEY ACTIVITIES, categorised by UNDG Budget Descriptions. It is not corresponding only to the sub-activities at the same level.						
- Since the total utilization reported includes commitments, there are instances in the above report where the actual expenditure shall be less than the original commitments due to vast exchange rate fluctuations. Accordingly, this report shows less amounts in few lines compare to previously reported amounts.						
			Received	Utilised	Balance	% Utilised
	Utilisation against first tranche received		2,213,169	2,213,169	-	100.0%
	Utilisation against second tranche received		3,815,801	3,815,801	-	100.0%
	Utilisation against third tranche received		3,270,687	2,295,579	975,107.56	70.2%
	Total		9,299,657	8,324,549	975,108	


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