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Green Transition in Nepal (GTN) Portfolio
Annual Progress Report 2025



Solar Panel Installation in Energy Efficient Building, Banana Fiber Paper Production (Photos: GTN Portfolio/UNDP)

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GREEN TRANSITION PORTFOLIO PROFILE	
About the Green Portfolio	Geographic Coverage of the Programme
Portfolio Title: Green Transition in Nepal (GTN) Portfolio Portfolio ID: 01003978 Quantum MYWP ID: 01003979 Award ID: 1383401 Web link:	National level coverage (Yes/No): Yes Number of Provinces covered: 1 (Sudurpaschim) Number of Local Governments covered: 1 Municipality: 1 (Dhangadhi Sub-Metropolitan City)

Strategic Results

UNSDCF/UNDP Strategic Plan Outcomes:

- CPD Outcome 1: By 2027, more people, especially women, youth, the most marginalized and poor, increasingly benefit from and contribute to inclusive, resilient, and sustainable socioeconomic transformation at federal, provincial, and local levels.
- CPD Outcome 2: By 2027, more people, especially women, youth, and the most marginalized and poor increasingly participate in and benefit from coordinated, inclusive, accessible, participatory, transparent and gender-responsive governance, access to justice and human rights at federal, provincial and local levels.
- CPD Outcome 3: By 2027, more people, especially women, youth, and the most marginalized and poor, increasingly benefit from and contribute to building an inclusive, sustainable, climate-resilient and green society and reduced impacts of disasters at federal, provincial and local levels.

UNDP Strategic Plan Outputs:

- CPD Output 1.1: Strengthened policy environment leads to acceleration of SDG implementation and sustainable LDC graduation.
- CPD Output 1.2: Expanded access to sustainable livelihoods and income for women, youth, poor and other marginalized groups.
- CPD Output 3.2: Environmental governance strengthened at all three levels for climate-change adaptation and mitigation, sustainable watershed, ecosystem, and biodiversity management.
- CPD Output 3.3: Reliable, affordable, and efficient clean energy solutions promoted.

- Output (Shift) 1: From waste as a problem to waste as a valuable resource supporting a vibrant and inclusive economy
- Output (Shift) 2: From brown and grey infrastructure to nature-based solutions to city challenges and smart green services accessible to all
- Output (Shift) 3: From municipality-driven city vision to inclusive stakeholder participation and enabling policies

Programme Duration (day/month/year)	**Implementing Partner(s)**	**Implementation Modality**
Start Date: 01 March 2025 End Date: 31 December 2027	UNDP	DIM
Programme Budget (US$)		
UNDP Contribution: USD 869,000 Government Commitment: N/A Other Contributions:	Donor Contributions: N/A Unfunded: N/A	
Total Programme Budget in 2025	USD 459,000	
Total Programme Expenditure in 2025	USD 413,326	
Budget Utilization Rate in 2025 (%)	90.05 %	

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Signature:
Kalpana Sarkar
Portfolio Manager, Inclusive Economic Growth

DocuSigned by:
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Signature:
Dharma Swarnakar
Assistant Resident Representative

DocuSigned by:
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Signature:
Julien Chevillard
Deputy Resident Representative

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ABBREVIATIONS

APR	:	Annual Progress Report
AWP	:	Annual Work Plan
DIM	:	Direct Implementation Modality
DSMC	:	Dhangadhi Sub-Metropolitan City
GESI	:	Gender Equality and Social Inclusion
GoN	:	Government of Nepal
GTN	:	Green Transition in Nepal Portfolio
HDI	:	Human Development Index
M&E	:	Monitoring & Evaluation
MoU	:	Memorandum of Understanding
NSO	:	National Statistics Office
SDG	:	Sustainable Development Goal
UNDAF	:	United Nations Development Assistance Framework

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EXECUTIVE SUMMARY

UNDP Nepal, in partnership with Dhangadhi Sub-Metropolitan City (DSMC), is piloting the Green Transition Portfolio to address systemic urban challenges and accelerate sustainable development. This initiative aligns with Nepal's national priorities and DSMC's vision of "Clean, Green, Bright, and Safe", focusing on circular economy, nature-based solutions, and participatory governance.

The portfolio responds to pressing issues like sustainable agriculture, waste management, environmental restoration, and decent employment by integrating resources and fostering cooperation across federal, provincial, and local governments. Leveraging UNDP's expertise and DSMC's local assets, the portfolio establishes a dynamic framework for inclusive, resilient, and gender-responsive growth. The portfolio contributes to three system effects:

- Inclusive Green Opportunities – Development of a vibrant circular economy based on waste transformation, upcycling and recycling through indigenous practices and technology to create sustainable jobs and income for youth, women, and marginalized groups.
- Sustainability and Community Pride – Ecosystem restoration and resilient infrastructure foster a clean, green identity and long-term citizen commitment.
- Institutional Capacity – DSMC strengthens systems to design, implement, and monitor green policies and investments, promoting gender equality and social inclusion.

In 2025, the portfolio achieved key strategic targets contributing to systemic change:

Under the first shift/component on circular economy, DSMC has established a Material Recovery Facility (MRF) that created 145 jobs, generated NPR 7.2 million in revenue, and reduced landfill sites. An energy-efficient model building is under construction to demonstrate climate-responsive infrastructure.

In second shift, safe farming practices involving 100 farmers (91% women) are improving soil health and productivity, supported by soil testing, regenerative training, and interventions such as drip irrigation, vermi-composting, and market linkages. A bamboo nursery covering 1,517.3 m² has raised 1,200 seedlings and planted 150 rhizomes, with plans to expand plantations along riverbanks for flood protection, biodiversity conservation, and livelihood promotion. Innovation and entrepreneurship are being advanced through the planned Makerspace, which will provide shared tools and training for youth, women, and marginalized groups to foster green enterprises.

In third shift, at the governance level, DSMC is developing a Unified Digital Governance Platform to modernize service delivery, strengthen accountability, and enhance citizen trust. A Public Engagement Survey is underway to capture community perspectives on the city's green vision and strengthen participatory governance. Foundational studies—including the Revenue Generation Study and a Baseline Study of 38 indicators across three transformation shifts—have established evidence-based pathways for fiscal strengthening, adaptive programming, and results measurement.

Together, these efforts demonstrate DSMC's leadership in advancing a green transition that integrates environmental conservation, economic opportunity, and participatory governance. By embedding innovation, resilience, and citizen engagement at the core of municipal development, DSMC is positioning itself as a model city for sustainable urban transformation in Nepal, while UNDP Nepal's portfolio approach ensures systemic, inclusive, and evidence-based progress toward national priorities.

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1. KEY RESULTS ACHIEVED IN 2025

Shift 1 Achievements

- The first national curriculum on e-waste processor in Nepal has been developed and endorsed by the Council for Technical Education and Vocational Training, establishing a foundation for structured skills development in sustainable e-waste practices, a transition towards circular economy.
- Skills training provided to 101 women, youth and marginalized communities on 5 different occupations (banana fiber processor, bamboo/cane multiproduct preparing, flower culture, AC, Refrigerator, and Washing Machine Repair and Maintenance, and EV repair and maintenance) to meet the demand of local employers identified during the Job Fair. This initiative has contributed to increased employment opportunities, improved household income and strengthened local labor markets
- Transforming vision of DSMC *"Clean, Green, Bright, and Safe Dhangadhi"* through creative arts (62 schools), eco-cycle rally (over 200) engaging school children, youth, and civil society for ownership of sustainable urban practices.

Shift 2 Achievements

- Ward 3's public building has been retrofitted as a model of sustainable infrastructure, demonstrating urban resilience in practice. This initiative has directly contributed to the development of an energy-efficient building code to be introduced in the city.
- Safe farming practices have been promoted through onsite support to 100 farmers (91% women) using the Farmers Field School approach. This initiative has enhanced soil health, promoted waste circularity, empowered women, improved water efficiency, reinforced local food security systems, and fostered sustainability.
- The restoration of Saduwababa and Badhigadhaiya ponds has generated local revenue, enhanced groundwater recharge, boosted agricultural productivity, strengthened flood control, and promoted tourism.

Shift 3 Achievements

- The Revenue Generation Study conducted in DSMC has identified clear pathways to strengthen the municipality's fiscal base and ensure financial sustainability. By assessing existing tax and non-tax streams alongside DSMC's long-term vision, natural resource potential, and its growth as a commercial hub, the study demonstrated that the city holds significant potential to expand revenue. The findings provided a baseline for municipal financial sustainability, enabling DSMC to prioritize economic, social, and infrastructure development while tracking measurable improvements in revenue diversification and fiscal resilience. This evidence-based roadmap positioned DSMC to move beyond incremental gains toward strategic reforms in governance, institutional capacity, and innovation, ensuring that revenue generation directly supports improved service delivery, citizen trust, and inclusive urban growth.
- The Public Engagement Survey has captured citizen perspectives on DSMC's shared vision of *"Clean, Green, Safe, and Bright Dhangadhi."* This will support in assessing inclusivity in policy co-creation, citizen participation in development planning, and access to municipal information systems. This output will feed into participatory governance and accountability, providing evidence of how public engagement translates into responsive and transparent municipal services.

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2. BACKGROUND AND RATIONALE

Background

UNDP Nepal has been working together with the local governments, civil society organizations (I/NGOs), academia and the private sectors to reduce developmental gaps and support the Government of Nepal to achieve its national priorities. Good governance, sustainable agriculture practices, job/ skills opportunities, decent employment, environmental restoration, waste management, water management, disaster risk management, etc. are the major challenges that require urgent and immediate actions. The federal, provincial, and local governments have been assigned specific roles and responsibilities to minimize these challenges through cooperation, co-existence and coordination as per the constitutional provision.

For increased cooperation and coordination, UNDP Nepal has initiated the development of portfolio design to promote integration of resources and efforts at the local level. This process will dynamically manage complex issues for ensuring effective delivery service. The portfolio approach focuses on the systems approach keeping economic and environmental aspects at the center. Furthermore, the evidence-based facts of the current economic state and prospects for green job opportunities are crucial. After multiple consultations, assessments and readiness of local governments, Dhangadhi Sub-Metropolitan City (DSMC) has been selected to pilot the green transition portfolio to strengthen local initiatives and innovations, linking with the vision of "**Clean, Green, Safe and Bright"** City.

Dhangadhi is undergoing rapid urban expansion and holds strategic importance within the region. However, this growth is hindered by underlying systemic limitations. Waste management systems are fragmented and underperforming, unmanaged urbanization is placing increasing pressure on ecosystems, and climate risks are intensifying without adequate adaptive responses. Economic opportunities are limited, and institutional challenges particularly around coordination, long-term planning, and capacity limit the effectiveness of local governance. These issues drive environmental degradation, climate vulnerability, lost economic opportunities, and low citizen engagement. Addressing them supports national priorities and global development priorities (SDGs 8, 11, 12, 13, 16).

The Green Transition Portfolio in Dhangadhi Sub Metropolitan City (DSMC) responds to these challenges by reframing urban development as a systems-level, locally led transition. It brings together circular-economy principles, nature-based solutions, and participatory governance into a single, integrated portfolio. Rather than implementing isolated projects, the portfolio aligns multiple interventions around a shared vision and theory of change. This approach aligns with CPD priorities on promoting green and inclusive economic growth, strengthening local governance systems, and enhancing resilience to climate and environmental risks.

This is expected to enable DSMC to function as a living laboratory, where solutions are co-created, tested, and refined with communities, entrepreneurs, industries and institutions. Within this model, the role of the local government evolves from primary service provider to facilitator, convener, and enabler of collective action.

The portfolio contributes to three system effects:

Shift 1: Waste Circularity and Sustainable Economy: Circular use of resources, positioning waste as a driver of local economic activity, job creation, and innovation, while fostering a culture of experimentation and entrepreneurship.

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Shift 2: Nature-based Solutions: Nature-based urban development, using ecosystems and regenerative practices to address infrastructure needs, enhance livability, strengthen food systems, and build climate and disaster resilience.

Shift 3: Enabling Policies & Participatory Planning: Participatory and capable governance, ensuring that policies, institutions, and decision-making processes actively support sustainability, inclusiveness, and long-term transformation.

The Green Transition in Nepal (GTN) Portfolio was developed collaboratively with the Dhangadhi Sub-Metropolitan City (DSMC) in the second half of 2024. Its initial phase focused on small-scale; seed interventions aimed at testing assumptions, gathering data on waste streams, infrastructure gaps, citizen perceptions, and policy constraints, and identifying potential stakeholders. Early pilots also explored waste transformation approaches rooted in indigenous knowledge. These activities constituted the first iteration of the portfolio.

Based on the insights from this phase, second phase design expanded and launched on 1 March 2025. Planned for a 12-month implementation period through 2026, this iteration includes 19 interventions distributed across the three transformational areas, along with three cross-cutting activities dedicated to learning, reflection, and adaptive portfolio management. Governance of the portfolio is shared between UNDP and DSMC.

The Green Transition Portfolio is supported through a blended financing model that combines municipal resources, UNDP funding, and targeted contributions from development partners such as the Asian Development Bank.

Building on the pilot phase, the portfolio is currently implementing a diverse set of integrated interventions. These include the development of micro green space/park, promotion of energy-efficient buildings, establishment of makerspaces, introduction of safer and more sustainable farming practices, and a range of public engagement and social mobilization activities such as youth orientations, art competitions, and cycle rallies. Additional initiatives focus on curriculum development for e-waste management, skills training aligned with local labor market demand, and other actions that contribute to the local green economy.

Complementary analytical and learning activities such as development of Unified Digital Platform, baseline surveys for the portfolio results framework, assessments of municipal revenue potential, and systematic documentation of lessons learned are being carried out alongside implementation. These efforts ensure that the portfolio remains adaptive, evidence-informed, and open to expanding into new areas as opportunities emerge.

Rationale

Dhangadhi is emerging as one of Nepal's fastest-growing urban centers, with nearly 200,000 residents and a strong base of economically active citizens. The city's literacy rate of over 83% and its diverse economic opportunities in agriculture, construction, tourism, transport, and small enterprises highlight its potential for productivity and growth. Migration from surrounding hill districts has further fueled this expansion, contributing to revenue generation and urban dynamism. However, this rapid growth also brings challenges, including fragmented waste management, unmanaged expansion, climate risks, and limited economic inclusion, which threaten sustainable development if left unaddressed.

The Green Transition Portfolio offers a strategic response by tackling these challenges through systems-based, adaptive urban development. It integrates circular economy principles, nature-based solutions,

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and participatory governance to create a coherent framework for inclusive and climate-resilient growth. Building on pilot interventions, the portfolio leverages joint governance between UNDP and DSMC, ensuring both technical expertise and local ownership. Its phased approach, blended financing, and coordinated partnerships strengthen sustainability, reduce fragmentation, and translate national priorities into tangible municipal outcomes, positioning Dhangadhi as a model for resilient urban transformation.

3. PROGRAMME SUMMARY AND OBJECTIVES

Project Outputs	**Shift 1:** Circular use of resources, positioning waste as a driver of local economic activity, job creation, and innovation, while fostering a culture of experimentation and entrepreneurship. **Shift 2:** Nature-based urban development, using ecosystems and regenerative practices to address infrastructure needs, enhance livability, strengthen food systems, and build climate and disaster resilience. **Shift 3:** Participatory and capable governance, ensuring that policies, institutions, and decision-making processes actively support sustainability, inclusiveness, and long-term transformation.		
Key Objective	Contribute to the priorities of Government of Nepal through portfolio design approach on circularity and green economy		
Project Duration	34 Months		
	Start: 01 March 2025	End: 31 December 2027	
Total Budget	USD 869,000 (UNDP	Funding Source: UNDP TRAC I & TRAC II	
Budget 2025	USD 459,000 (104,000 TRAC I, 354,000 TRAC II)	Delivery: USD 413,326 (90.05%)	
Implementation Modality	DIM	Gender Marker	GEN 2

4. MAIN INTERVENTIONS IN 2025

Shift 1: Circular use of resources, positioning waste as a driver of local economic activity, job creation, and innovation, while fostering a culture of experimentation and entrepreneurship.

Shift 1 aims to reposition municipal waste streams from a cost and environmental burden into productive economic assets. The strategic intent is to establish circular value chains that generate green jobs, reduce landfill dependency, and improve municipal service efficiency. During the reporting period, emphasis was placed on foundational ecosystem development.

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Activities under Shift 1:

1. **Developing competency based short-term curriculum in e-waste processor (Activity completed):**

The curriculum on e-waste management has been developed and formally endorsed by the Council for Technical Education and Vocational Training (CTEVT), marking the first government-approved competency-based e-waste processor curriculum in Nepal. Given the existing shortage of skilled human resources in e-waste management, the curriculum aims to develop a competent workforce capable of managing e-waste in an environmentally sound manner, reducing negative environmental impacts, and supporting the transition toward a circular economy. The initiative is also expected to strengthen public–private engagement in the waste management sector.

The 390-hour curriculum emphasizes practical, hands-on training aligned with local e-waste management practices. Key modules include occupational health and safety, entrepreneurship development, use of tools and equipment, basic electrical works, safe collection and transportation of e-waste, identification, sorting and classification of various e-waste streams (household, healthcare, industrial, ICT, commercial, including appliances, machinery, IT equipment, and solar panels), reuse, dismantling, recovery and recycling, packing and labeling, and environmentally sound disposal methods. https://ctevt.org.np/curriculum/short-term/e-waste%20processor

DSMC plans to implement the training program for 20 participants in the coming year in coordination with CTEVT.



2. **Provide short-term green skills training (Activity in progress):** The 390-hour short-term skills training in five green occupations: i. banana fiber processing, ii. bamboo/cane multiproduct preparation, iii. flower culture, iv. AC, Refrigerator, and Washing Machine Repair and Maintenance and v. EV repair and maintenance has been completed. A total of 101 participants, including women, youth, and marginalized groups, took part in the program, of which 59 were women. These training courses were designed based on labor market demand identified during the 2025 Job Fair, ensuring strong relevance to employment opportunities. Participants benefit from hands-on technical learning, workplace exposure, and direct interaction with businesses, industries, and banks, coupled with tool distribution to support entrepreneurship.



These trainings promote the use of renewable and recycled resources, reduce waste, support energy efficiency, and create opportunities for self-employment and wage employment in both rural and urban markets. These interventions contribute to income generation, preservation of eco-friendly production practices, expand future-ready green employment opportunities and the growth of small and medium enterprises, while strengthening local service and value chains.



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3. **Explore transport services to promote sustainable mobility (Activity in progress):** Distribution of three-wheeler EV delivery vehicle for women ownership has been instrumental to enhance mobility and market access for women-led enterprises engaged in safe farming by improving the transportation of agricultural produce. Access to EV vehicles strengthened value-chain linkages, and lowered operating costs, contributing to both environmental sustainability and economic efficiency. Alternatively, the vehicles contributed to reduced greenhouse gas emissions.



4. **Strengthening visibility, learning, and community engagement through the creation of knowledge products, strategic communications materials, and social mobilization:**

4.1 Orientation on DSMC's Digital Governance System

A digital orientation program was conducted on 12–13 November 2025 in Dhangadhi, engaging 67 participants (49% women, 48% from marginalized communities) including social mobilizers, Female Community Health Volunteers, eco-club and youth club members, Tharu leaders, teachers, and students. The sessions introduced DSMC's existing digital platforms, upcoming systems supported by UNDP, and measures to prevent digital fraud, delivered by DSMC's IT Officer Mr. Anup Bhatt.



The orientation was highly interactive, with participants actively raising questions and sharing perspectives. The participants committed to disseminating the knowledge gained within their communities, thereby multiplying the impact of the training. This program not only increased digital literacy and awareness among diverse community representatives but also strengthened inclusive participation in DSMC's digital governance framework, laying the foundation for more transparent, citizen-centric, and secure municipal services

4.2 Art Competition & Bi-cycle Rally

On 14 November 2025, DSMC and UNDP Nepal's Green Transition Portfolio organized an art competition among students to generate momentum for the *"Clean, Green, Bright, and Safe Dhangadhi"* campaign. A total of 123 students (50% girls, 67% from marginalized communities) from 62 schools (41 community and 21 institutional) participated, expressing their vision of a sustainable city through creative artwork. The competition not only showcased youth perspectives but also strengthened public engagement by mobilizing schools, teachers, and families around DSMC's campaign. Winners were



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honored during the bicycle rally closing ceremony, reinforcing the link between youth creativity and civic action.

On 15 November 2025, DSMC organized a bicycle rally with more than 200 participants, including the Mayor and community members, to promote eco-friendly transport and collective responsibility for urban sustainability. Preparatory outreach through social media, local newspapers, and FM radio generated strong public awareness and turnout. The rally visibly demonstrated citizen ownership of the campaign's vision, encouraged sustainable mobility, and fostered a sense of unity across diverse groups.



Together, the art competition and bicycle rally served as powerful public engagement tools, translating DSMC's campaign into action. They mobilized youth, schools, and communities, strengthened collaboration between the municipality and citizens, and enhanced awareness of environmental responsibility. These interventions contributed directly to participatory governance and sustainable urban development, ensuring that DSMC's vision is not only communicated but actively embraced by its residents.

5. **Establishment of Material Recovery Facility (MRF):** Dhangadhi Sub-Metropolitan City has turned waste into opportunity by establishing a **Material Recovery Facility (MRF)** under a Public–Private Partnership model. With over 90% of municipal waste segregated at source, the city is converting waste streams into commercially viable products, reducing landfill volumes, and advancing circular economy practices.

"The waste management initiative of UNDP's GREEN transition portfolio has become a movement, turning waste management from a municipal service into a shared civic responsibility," –Gopal Hamal, Mayor, Dhangadhi Sub-Metropolitan City.



Already, the MRF has created 145 jobs, generated NPR 7.2 million in revenue in its first year, and improved waste management workers' safety through the provision of protective gear. Beyond economic gains, it has fostered public engagement and civic pride, showcasing DSMC's leadership in cleaner surroundings, safer working conditions, and greener livelihoods. The MRF stands as a model of how municipal innovation can deliver tangible benefits to citizens while driving the transition toward sustainable urban development.

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6. Provincial Level Skill and Job fair:



Dhangadhi Sub-Metropolitan City, in its own initiation, organized provincial level skill and job fair in 2025 where over 500 youths were trained in different occupations. Based on the demand of the participants, the occupations have been selected for the skills training. Job fair is expected to bridge skills and employment gaps by connecting trained local youth and women with employers in emerging green sectors. It has also supported in identifying the new occupations, market demand, and interests of youth. DSMC plans to conduct job fair every year to promote green occupations and employment generation.

Shift 2: Nature-based urban development, using ecosystems and regenerative practices to address infrastructure needs, enhance livability, strengthen food systems, and build climate and disaster resilience.

Shift 2 focuses on integrating nature-based solutions into municipal service delivery to address climate risks, enhance ecosystem services, and create co-benefits for livelihoods and urban well-being. The reporting period emphasized demonstration projects with high visibility and replication potential.

Activities under Shift 2:

1. Integrate energy efficient mechanism in public building (Ward No. 3 office) of Dhangadhi Sub-Metropolitan City





As global temperatures continue to rise, Dhangadhi Sub-Metropolitan City is addressing heat stress by developing a model energy-efficient public building in Ward 3 with UNDP support. The initiative integrates passive and active design strategies, renewable energy (primarily solar), and climate-responsive construction to reduce energy consumption, improve indoor comfort, and lower operational costs. Key components include the construction of a 15 m^3 underground rainwater tank, two recharge pits to support water harvesting and groundwater recharge, solar energy systems to reduce dependency on grid electricity, thermal insulation for heat resilience, a modular green roof, smart lighting and controls, and tree plantation, alongside hands-on training for DSMC staff. Continuous monitoring of temperature, energy use, and solar efficiency will ensure measurable outcomes. This model building will serve as a demonstration of sustainable

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urban infrastructure, contributing to public engagement by showcasing practical solutions for climate resilience and inspiring replication across the city.

2. Design and Develop Micro Green Park (green pop-up space) at Dhangadhi Sub-Metropolitan City

The development of a micro green park in Dhangadhi Sub-Metropolitan City (DSMC) was conceptualized as a strategic response to the challenges posed by rapid urbanization, including rising urban heat, loss of biodiversity, and the degradation of ecosystem services that directly affect human health and well-being. In this context, a feasibility study was undertaken for the establishment of a micro green park at a location proposed by DSMC, assessing its technical, environmental, and spatial suitability.

In parallel, DSMC has prepared a Detailed Project Report (DPR) for the development of a green park corridor along the river stream flowing through the city center. The proposed green park aims to enhance urban environmental quality, improve river health, and promote nature-based tourism. Together, these initiatives reflect the municipality's commitment to integrating green infrastructure into urban planning to improve climate resilience and overall quality of life.

3. **Promoting Regenerative Agriculture System through Safe Farming Practices (Activities in progress)**



To advance regenerative agriculture and strengthen food security, safe farming practices are being implemented in Wards 7 and 17 of Dhangadhi Sub-Metropolitan City. A total of 100 farmers (91% women) including 60 new participants and 40 from the 2024 pilot were organized into five groups to maximize peer learning. Using the Farmer Field School (FFS) approach, they received five days of training on soil diagnostics, seed and nursery management, nutrient planning, irrigation, pest and disease management, harvesting, post-harvest handling, record-keeping, packaging, risk preparedness, and peer coaching. In parallel, 200 soil samples were collected and tested to inform site-specific soil management strategies. Furthermore, 10 farmers (7 women) were developed as master trainers, equipping them to serve as future community resource persons in regenerative agriculture.

No of Group Formed from 100 participants		No. of Soil Sample Collected for testing		No. of FFS Training Conducted	
Ward 17	**Ward 7**	**Ward 17**	**Ward 7**	**Ward 17**	**Ward 7**
3 (67 Farmers)	2 (36 Farmers)	164	36	9	6

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Additionally, soil detoxification, provision of seeds to all 100 farmers, shed improvements (urine collection pits and cow dung protection), installation of drip irrigation lines, mulching with traditional materials, distribution of tools (sprayers, weeders, rakes), construction of vermi-composting beds, and earthworm distribution has further strengthened results. Twenty farmers (16 women) received advanced training in business planning, marketing, packaging, and branding of organic products, A mechanism has been established for continued technical support for linking farmers to markets.





These interventions are expected to deliver long-term results by improving soil health, increasing productivity and food security, strengthening climate resilience, and reducing dependence on chemical inputs. They also promote eco-friendly production practices, circular economy principles, and inclusive public engagement, with women farmers at the forefront of change. This initiative is building stronger local value chains, restoring ecosystem balance, and positioning regenerative agriculture as a driver of sustainable livelihoods.

4. **Establishment of Bamboo Rhizome Nursery**

Dhangadhi Sub-Metropolitan City (DSMC) on its own initiative, has established a bamboo nursery covering 1,517.3 square meters, serving as a plant propagation and cultivation center to advance the municipality's green development strategy. Bamboo, as a cost-effective and fast-growing nature-based solution, offers significant environmental, economic, and livelihood benefits. The nursery ensures a reliable supply of bamboo planting materials for municipal greening, climate resilience, and environmental protection initiatives, reducing dependence on external sources.

To date, A total of 1,200 bamboo seedlings, 6,868 cuttings, and 186 rhizome saplings have been raised, laying the foundation for large-scale application. DSMC plans to expand bamboo plantations along riverbanks to strengthen flood protection, biodiversity conservation, and mitigation of urban heat stress. These interventions position bamboo as a strategic resource for climate adaptation, ecosystem restoration, and local economic development. Beyond environmental applications, DSMC aims to promote bamboo and cane-based enterprises, creating opportunities for income generation and livelihood enhancement for residents.



Through this initiative, DSMC is demonstrating how nature-based solutions can simultaneously deliver environmental resilience, economic opportunity, and public engagement, reinforcing its leadership in sustainable urban development.

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5. **Restoration of Badigadhaiya and Saduwababa Ponds to Promote Local Tourism in Dhangadhi Sub-Metropolitan City (DSMC)**

The restoration of Badigadhaiya and Saduwababa Ponds has been successfully completed, Rapid urbanization combined with the impacts of climate change has contributed to an increased incidence of flash floods during periods of heavy rainfall. In this context, pond restoration is being implemented as a nature-based solution to enhance urban climate resilience and water management.



Restored ponds will regulate water flow during the monsoon season by improving water retention, recharge, and circulation, thereby reducing flood risks. In addition, these interventions are expected to enhance local biodiversity, create opportunities for recreation and local tourism. Pond restoration contributes to sustainable urban water management while delivering co-benefits for environmental conservation and community well-being.

6. **Establishment of a Makerspace in DSMC building**

To foster circular economy innovation and green entrepreneurship, establishment of a Makerspace within the municipal building has been envisioned. A Makerspace is designed to provide shared access to facilities, tools, and equipment to promote innovation driven livelihoods for green enterprises, particularly for youth, women, and marginalized communities.

Progress to date includes the completion of a feasibility study, detailed design, and technical drawings, as well as a technical consultation meeting with DSMC to finalize implementation modalities and institutional arrangements. By April 2026, Makerspace will be fully operationalized through the installation and testing of machinery, digital fabrication tools, furniture, and safety equipment. Hands-on training will be provided to DSMC staff and selected users on safe operation, maintenance, and management of equipment, followed by post-installation monitoring and performance evaluation to ensure sustainability.

Once operational, the Makerspace will serve as a hub for innovation, entrepreneurship, and skills development, enabling local communities to experiment with green technologies, develop eco-friendly products, and strengthen market linkages. This initiative contributes directly to public engagement and inclusive economic growth, positioning DSMC as a leader in promoting sustainable urban solutions through community-driven innovation.

Shift 3: Participatory and capable governance, ensuring that policies, institutions, and decision-making processes actively support sustainability, inclusiveness, and long-term transformation.

Shift 3 underpins the Portfolio by strengthening governance systems, fiscal sustainability, and participatory mechanisms necessary for sustaining green transition investments. The reporting period prioritized analytical groundwork and capacity development.

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1. **A Study on the Potentials and Prospects of Municipal Revenue Generation in Dhangadhi Sub-Metropolitan City (Activity completed)**

   Revenue Generation Study of DSMC has been completed. The study establishes the foundation for strengthening municipal fiscal capacity and directly contributes to the development of a results framework for sustainable revenue management. It assessed both existing tax and non-tax revenue streams and aligned them with DSMC's long-term vision, natural resource base, urban growth, and commercial potential. Based on this analysis, two sustainable models were recommended: a tax-based revenue generation model and an economic investment revenue model.

   The study provides baseline evidence, strategic priorities, and measurable reform areas that can be tracked over time. Specifically, it outlines nine strategic reform directions—governance, institutional capacity, digital innovation, public engagement, partnerships, financial accountability, human resource development, intergovernmental coordination, and monitoring & evaluation. These areas translate into results indicators such as:

   - Increased municipal own-source revenue collection.
   - Improved compliance and taxpayer satisfaction.
   - Expanded use of digital systems for transparent revenue administration.
   - Growth in PPPs, blended finance, and municipal bonds.
   - Enhanced service delivery linked to revenue mobilization.

   Embedding these priorities into the results framework will help in monitoring progress, measure fiscal resilience, and demonstrate tangible improvements in municipal service delivery. The study thus moves beyond analysis to provide a strategic roadmap for reform, ensuring that revenue generation is not only sustainable but also directly linked to citizen engagement, accountability, and inclusive urban development.

2. **Comprehensive baseline study for Green Transition in Dhangadhi Sub-Metropolitan City (Activity completed)**

   Baseline study has been completed. It measured all 38 indicators across three interconnected transformation shifts: (i) waste-to-resource circular economy (10 indicators), (ii) nature-based solutions and municipal services (8 indicators), and (iii) participatory local governance (20 indicators). Using convergent mixed methods including household surveys (N=281), key informant interviews (N=25), focus group discussions (N=15), a stakeholder workshop, and program documentation analysis, the study generated comprehensive data and transformation narratives essential for adaptive programming.

   The baseline study establishes clear benchmarks, identifies transformation pathways, and highlights implementation priorities. Importantly, it demonstrates DSMC's readiness for green transition acceleration through strong political leadership, financial commitment, community participation, and innovation capacity. The study also clarified the direction of change required: shifting from policy adoption to enforcement, from participation events to policy influence, from service provision to service quality and equity, and from activity implementation to outcome achievement.

   By embedding these findings into the results framework, progress can be tracked against defined indicators, monitor systemic shifts, and measure outcome-level achievements. The baseline thus transforms data into actionable insights, ensuring that future programming is evidence-based, adaptive, and aligned with DSMC's long-term vision for sustainable urban transformation.

3. **Public Engagement Survey**

   A public engagement survey was envisioned to capture citizen perspectives on the shared vision "Clean, Green, Safe, and Bright Dhangadhi" and to assess the contribution of the Green Transition

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Portfolio to economic growth, environmental conservation, and green job creation. The survey measured how residents perceive their role in co-creating policies, participating in development plans, and accessing municipal information systems that support transparent and responsive governance. The key findings of the study were:

- Residents of DSMC widely endorsed the "Clean, Green, Safe, and Bright" vision, showing ownership and willingness to participate in its implementation.
- Rising unemployment and poor drainage infrastructure, especially in peripheral areas, pose significant barriers. These issues affect all groups but disproportionately impact marginalized communities.



- Low public participation stems mainly from inadequate and untimely information dissemination, not disinterest. Women, Dalits, and individuals with limited literacy are most affected.
- A high dissatisfaction rate (91%) among service recipients highlights risks to public trust. Delays and inefficiencies in public service delivery undermine the effectiveness of the municipality's portfolio approach.
- Despite efforts to promote inclusiveness, marginalized groups still face barriers to equitable access and full participation.
- Nearly half of respondents emphasized equal focus across cleanliness, sustainability, safety, and community vibrancy, recognizing their interdependence.
- Household surveys, Key Informant Interviews, and Focus Group Discussions consistently reinforced these findings, identified root causes, and suggested strategies for achieving the vision.

4. Unified Digital Governance Platform

With DSMC's rapidly growing population, the demand for efficient, transparent, and citizen-focused governance is increasing. While earlier digitization efforts introduced some services, the city still relies heavily on manual and fragmented systems, leading to delays, inefficiencies, and limited public engagement. To address these challenges and align with the national vision of *"Digital Nepal"*, a **Unified Digital Governance Platform** a comprehensive, modular system that integrates citizen service delivery with internal municipal operations is in the process of development. Several rounds of consultations have already been held with DSMC's IT officer and need assessments with municipal and ward-level staff are underway. Activities currently in progress include the assessment and development of three modules, with full completion expected by June 2026.

Once operational, the platform will strengthen **good governance** by enhancing transparency and accountability, promoting inclusive and decentralized service delivery, improving efficiency and responsiveness in municipal operations, and building citizen trust through participatory and accessible digital services. This initiative represents a critical step toward modern, inclusive, and accountable urban governance in DSMC

5. NARRATIVES ON KEY RESULTS ACHIEVED IN 2025

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5.1 PROGRESS TOWARDS UNSCDF/CPD OUTCOMES

Outcome statement	Outcome indicator	Baseline	Cumulative Target for 2025	Total target achieved till 2025	Milestone for 2025, if any	Achievement in 2025	Year for the latest data	Source of data
CPD Outcome 1: By 2027, more people, especially women, youth, the most marginalized and poor, increasingly benefit from and contribute to inclusive, resilient, and sustainable socioeconomic transformation at federal, provincial, and local levels.	Proportion of population living below the national poverty line	20%	N/A	N/A	NA	20.3%	2025	MoF, NSO, NPC Reports
CPD Outcome 2: By 2027, more people, especially women, youth, and the most marginalized and poor increasingly participate in and benefit from coordinated, inclusive, accessible, participatory, transparent and gender-responsive governance, access to justice and human rights at federal, provincial and local levels.	Number of green jobs created (especially women, youth, and the marginalized communities)	40	100			101	2025	Progress Report GTN progress report, 2025
CPD Outcome 3: By 2027, more people, especially women, youth, and the most marginalized and poor, increasingly benefit from and contribute to building an inclusive, sustainable, climate-resilient and green society and reduced impacts of disasters at	Skills on OHS to waste management workers (women, youth, marginalized communities) through	NA				145	2025	TCCF progress report, 2025

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federal, provincial and local levels.	climate-resilient and green livelihoods							

5.2 PROGRESS TOWARDS CPD OUTCOME

Under the outcome 1: Impoverished, especially economically vulnerable, unemployed, and under-employed and vulnerable people, have increased access to sustainable livelihoods, safe and decent employment and income opportunities vulnerable groups have improved access to economic opportunities and adequate social protection.

The Green Transition Portfolio initiatives such as safe farming through farmers field school approach, introduction of energy efficient building mechanism, establishment of makerspace for young innovators, skills development trainings for youth, women and marginalized communities for livelihood support, strengthening unified digital governance platform to provide better services, development of e-waste curriculum to produce skilled human resources, etc have contributed to promote livelihood improvement, community empowerment, gender equality, environmental restoration, and climate change mitigation.

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PROGRESS ON PROGRAMME OUTPUTS

(Outcomes & Outputs from your AWP)	Indicators	Baseline Year	Baseline	Target (2025-27)	Achievements
Output (Shift) 1: From waste as a problem to waste as a valuable resource supporting a vibrant and inclusive economy	1.1 Number and diversity of enterprises processing waste	2024	42 formal enterprises • 32 waste enterprises, • 7 bamboo/cane crafts, • 2 leaf plate producers, • 1 bag-making cooperative	1 integrated plastics waste circularity enterprise established (2027) 1 Bamboo product enterprise established (2027) 1 Leaf plate enterprise established (2027)	Machines and equipment have been delivered to establish an integrated plastics waste circularity enterprise, and the installation process is currently underway (collaboration with TCCF Project).
	1.2 Number of decent jobs in circularity	2024	185 waste collection workers. (23.9% households report green employment with 64.2% earn less than NPR 5,000/month)	• 145 waste management workers trained on OHS (2025) • 20 Master Trainers on E-Waste processing (2026) • 15 waste workers trained on Recycling and Upcycling (2027)	• 145 waste management workers trained on OHS
	1.3 Percentage of waste recovered	2024	40% mixed waste partially processed. • 69.6% organic waste fully managed. • 21.6 tons/day collected (16,654 mt/year)	• 85% waste recovered (2027) • 15% waste transferred to landfill site for the recovery (2027)	NA
	1.4 Estimated economic value created from waste	2024	NPR 2.87 crore municipal revenue. • 32.5% of households sell recyclables (median NPR 100-500/month) • NPR 7.2million municipal revenue generation (2025)	10% increase in municipal revenue (2026)	NA

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(Outcomes & Outputs from your AWP)	Indicators	Baseline Year	Baseline	Target (2025-27)	Achievements
	1.5 Number of applied research production methods and prototypes	2024	0	1 applied research through makerspace (2027)	NA
	1.6 Spaces for experimentation and their use	2024	0	1 makerspace established and operationalized (2026) 30% aware of innovation spaces	Establishment of 1 makerspace is in progress.
	1.7 Learning exchanges with other municipalities	2024	0	2 Learning exchanges with other municipalities (2026 & 2027)	1 learning exchange workshop organized with DSMC and four other municipalities from Sudurpaschim Province
	1.8 Schools as dissemination mechanisms	2024	• Mayor's role-play forums with students active. • Annual award system for best schools/sanitation committees. • Community schools engaged in awareness programs	1 Art Competition among school children on future Dhangadhi (2025) 1 awareness campaign among community schools (2027)	1 Art Competition organized among school children on future Dhangadhi (A total of 123 students participating, of whom 50% were girls)
	1.9 Informal methods for dispersal of indigenous practices	2024	• 26,636 (60%) of households use some kind of traditional practices	100 HHs/farmers engaged in safe farming practices (2025) 120 HHs/farmers engaged in safe farming practices (2026)	101 HHs/farmers engaged in safe farming practices have started producing and selling agricultural products.
	1.10 Number of young entrepreneurs in sustainability/circularity	2024	11.1% of households have youth (18-35) in green businesses	5% of trained youth established enterprise on circularity (2027)	NA
Output (Shift) 2: From brown and grey infrastructure to nature-based solutions to city challenges and smart green services accessible to all	2.1 Number of green infrastructure services provided	2024	To be added by DSMC • No. of Solar streetlights, • No. of public toilets (3 models), • No. of women's markets,	1 Bamboo nursery established & operationalized (2026)	1 Bamboo nursery established by DSMC (A total of 1,200 bamboo seedlings, 6,868 cuttings, and 186 rhizome saplings have been raised)

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(Outcomes & Outputs from your AWP)	Indicators	Baseline Year	Baseline	Target (2025-27)	Achievements
			parks, river-corridor green belts, bamboo nurseries,	1 Micro Green Park (river-corridor green belts) established (2026)	DFS and SES for micro green park conducted (DFS and SES revealed that the proposed site was not feasible for implementation)
	2.2 Percentage HHs benefitted from renewable energy initiatives	2024	55% of households have renewable systems: 30% improved stoves, 22.5% on solar panels, 10% solar heaters, 7.5% biogas.	NA	NA
	2.3 % of residents established rainwater harvesting system	2024	RWH systems	NA	NA
	2.4 Number of ponds restored, and biodiversity preserved	2024	13 pounds restored	5 ponds restored (2 in 2025 & 3 in 2027)	2 ponds restored (Badigadhaiya and Saduwababa Ponds)
	2.5 Number of HHs/persons engaged in sustainable product production	2024	10,000 households engaged in green economic activities	60 people trained (20 each in Banana products, bamboo products, flower culture) 2025	61 people (98% women) trained on 3 different green skills occupations
Output (Shift) 3: From municipality-driven city vision to inclusive stakeholder participation and enabling policies	3.1 Local government revenue from sustainable sources	2024	Estimated NPR 2.87 crore from waste management annually	10% increase in municipal revenue (2027)	NA
	3.2 Increase in local government expenditure aligned with vision	2024	NPR 41 crore mobilized last fiscal year NPR 27.56 million green budget allocation; expenditure spans innovation lab, ISWM, WTE, markets, parks, awareness	NA	NA
	3.3 Number of new policies/plans/guidelines on governance developed	2024		1 SoP of Unified Digital Governance Platform	NA

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(Outcomes & Outputs from your AWP)	Indicators	Baseline Year	Baseline	Target (2025-27)	Achievements
				1 energy efficient building code/SoP/guidelines developed (2026)	
	3.3.1 Policies for green transition	2024	building (tree planting, soak pits), school greening, safe farming (Wards 7, 17), pond restoration policies documented	1 SoP/policy developed on safe farming (2027) 1 SoP/policy developed on school greening policy (2027) 1 SoP/policy developed on pond restoration (2027) 1 policy / SoP on plastics waste circularity developed/revised (2027)	NA
	3.3.2 Satisfaction with service delivery	2024	Waste collection satisfaction 67.5%; education 62.5%; street lighting 60%; health 55%; water 50%; roads 45%. green infrastructure awareness 45%	1 perception survey on municipal services covers (2026) • Waste collection satisfaction increased by 6.5%. • education 10%. • street lighting 10%. • health 5%. • water 5%. • roads 5%. • green infrastructure awareness 10%	NA
	3.4 Number of stakeholder coordination platforms utilized	2024	Municipality-ward meetings, mayoral consultations with private sector, municipal association networks, provincial coordination, 400+	NA	NA

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(Outcomes & Outputs from your AWP)	Indicators	Baseline Year	Baseline	Target (2025-27)	Achievements
			sanitation committees, public hearing		
	3.5 Number of formal partnerships established	2024	PPPs for waste (Wards 1-8, 13; ~150 employees, NPR 25M turnover), WTE BOOT arrangement, UNDP innovation lab, municipal association networks, Chamber of Commerce engagement	NA	NA
	3.6 Frequency and diversity of citizen participation	2024			
	3.6.1 Citizen engagement through online/offline channels	2024	27.5% participated in planning last year; 45% attend ward meetings occasionally; ward assemblies 72.7%, public hearings 36.4%, budget discussions 27.3%; online 9.1% (urban only)	• Public participation in planning increased by 10% • Public participation in ward meetings, ward assemblies, public hearings, budget discussions increased by 5% in 2026	NA Public engagement survey conducted in December 2025 to March 2026. Final report is being prepared
	3.6.2 Vulnerable/marginalized people in planning	2024	No disaggregated participation tracking exists; barriers: unaware 55.2% (58.9% women, 62% rural), time constraints 44.8%, voice doesn't matter 31%, distance 20.7% (28.2% rural), language 14.1%	NA	NA
	3.6.3 Feedback from marginalized groups integrated into planning/budgeting	2024	Community feedback collected during ward assemblies but no formal register linking feedback to budget allocations exists; isolated examples (women's	NA	NA

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(Outcomes & Outputs from your AWP)	Indicators	Baseline Year	Baseline	Target (2025-27)	Achievements
			safe farming expansion, youth streetlight placement)		
	3.6.4 Complaints/grievances related to discrimination	2024	Very few formal complaints recorded; WhatsApp groups handle service delivery issues not equity concerns; qualitative evidence shows exclusion through differential responsiveness and agenda-setting	NA	1 orientation on DSMC's digital governance system was conducted for 67 participants (41 women), including youth, community leaders, social mobilizers, and educators, strengthening inclusive participation in municipal development processes)
	3.6.5 Percentage of budget allocated to vulnerable/marginalized populations	2024	Cannot be calculated—no GESI budget tagging exists; inclusion initiatives funded (women's development, livelihood training, safe farming) but scattered across departments without consolidation	NA	NA
	3.7 Number of awareness campaigns and reach	2024	Frequent campaigns documented: waste segregation, safe farming, plastic reduction, tree planting, renewable energy; 400+ sanitation committees active; school eco-clubs, annual award system operational	3 Job fairs conducted (1 each in every year) 1 Cycle rally conducted (2025)	• 1 Skills and Employment Fair organized by DSMC • 1 cycle rally conducted to raise public awareness on environmental aspects.

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PROGRESS ON OUTPUT 1:

Output (Shift) 1: From waste as a problem to waste as a valuable resource supporting a vibrant and inclusive economy

The program advanced green skills development, civic engagement, and inclusive governance in DSMC through multiple initiatives. A government-endorsed e-waste management curriculum was developed to provide practical, hands-on skills aligned with local practices. Additionally, 81 participants (72% of whom were women) were trained in four green occupations, including banana fiber processing, bamboo/cane product development, floriculture, and appliance repair and maintenance. To promote the municipal vision of "Clean, Green, Bright and Safe Dhangadhi," an art competition engaged 123 students (62 girls) from 62 schools, while a bicycle rally mobilized over 200 participants. Furthermore, an orientation on DSMC's digital governance system was conducted for 67 participants (41 women), including youth, community leaders, social mobilizers, and educators, strengthening inclusive participation in municipal development processes.

PROGRESS ON OUTPUT 2:

Output (Shift) 2: From brown and grey infrastructure to nature-based solutions to city challenges and smart green services accessible to all

Under Shift 2, DSMC advanced climate resilience, regenerative agriculture, and circular economy initiatives through strategic planning and implementation. A feasibility study on integrating energy-efficient mechanisms in the Ward 3 public building led to the completion of rainwater harvesting infrastructure, with thermal insulation and solar panel installation underway. Feasibility for a Micro Green Park has also been completed to strengthen urban green spaces. To promote regenerative agriculture, 100 farmers—91% women—were trained in safe farming practices, 10 master trainers were developed, and 200 soil samples were collected for testing to enhance soil health and productivity. DSMC further established a 1,517.3 sq. meter bamboo nursery to support its green strategy, producing 1,200 seedlings and planting 150 rhizomes to date. Restoration of Saduwababa Pond is ongoing to improve water retention, flood management, and local tourism. Additionally, feasibility for a municipal Makerspace has been completed, and its establishment is underway to foster circular economy innovation and inclusive green entrepreneurship among youth, women, and marginalized communities.

PROGRESS ON OUTPUT 3:

Output (Shift) 3: From municipality-driven city vision to inclusive stakeholder participation and enabling policies

Under Shift 3, DSMC strengthened its institutional and governance foundations through strategic studies and digital transformation initiatives. A comprehensive revenue generation study identified significant potential to expand the municipality's fiscal base by optimizing existing tax and non-tax sources and aligning revenue strategies with its long-term development vision, urban growth trends, and economic potential as a commercial hub. A baseline study measuring 38 indicators across circular economy, nature-based solutions, and participatory governance established a robust evidence base and highlighted the need to shift from policy adoption to enforcement, from participation events to meaningful policy influence, and from activity-based implementation to outcome-driven results. An ongoing Public Engagement Survey is capturing citizens' perspectives on the shared vision of a "Clean, Green, Safe, and Bright Dhangadhi," strengthening inclusive and responsive governance. In parallel, DSMC has envisioned a Unified Digital Governance Platform aligned with the national "Digital Nepal" agenda, with system development set to begin in January 2026 to enhance transparent, efficient, and citizen-centric municipal service delivery.

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6. BUDGET AND EXPENDITURE

The following Tables demonstrate the output wise indicative budget and expenditure for 2025 and the sources of funds and utilization rates:

The following table presents the Output wise annual budget and corresponding expenditure (Amount in US$)

Output-wise Programme Budget & Expenditure in 2025 (in USD)

Output	Budget	Expenses/PO
Output (Shift) 1: From waste as a problem to waste as a valuable resource supporting a vibrant and inclusive economy	117,000	111,389
Output (Shift) 2: From brown and grey infrastructure to nature-based solutions to city challenges and smart green services accessible to all	154,000	148,417
Output (Shift) 3: From municipality-driven city vision to inclusive stakeholder participation and enabling policies	63,500	56,842
Project Management Support Cost	124,500	90,885
Total	**459,000**	**413,326**

Sources of Funds, Budget and Utilization of the Programme period

Source of Fund	Funding period (Start – End Date)	Total Programme Budget	Expenditure 2025	Total expenditure till 2025	Total Budget utilization %	Budget Balance US$
UNDP	1 March 2025 to 31 December 2027	869,000	413,326	413,326798	47.56	455,374
Total		**869,0001**	**413,326**	**413,326**	**47.46**	**455,374**

M&E Expenditure: in 2025, Project spent on M&E activities

Total spent on Monitoring · Costs associated with UNDP/project staff, consultants, project partners, supporting national statistical systems in designing project specific data collection methodologies (qualitative and quantitative), monitoring methods including stakeholder surveys and other qualitative methods, collection of data, analysis and dissemination of the findings to inform a project, either with project partners or to fulfill specific UNDP/project requirements (preferably the former).	**[USD 52,602**
Total spent on Decentralized Evaluations · Costs associated in designing, implementing and disseminating evaluations for specific projects	[USD 0]
Combined total spent on M&E	**[USD 52,602]**

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Narrative on Progress Related to Budget and Expenditure

The total expenditure for the year 2025 is USD 413,326 against the allocated budget of USD 459,000 (90.05% of the expenditure). The budget for GTN portfolio 1 March 2025 to 31 December 2027) is USD 869,000 and the expenditure is USD 413,326 (47.46% of expenditure). The total budget balance as of the end of December 2025 is USD 455,374.

7. CROSS CUTTING ISSUES

7.1 TARGETING AND VOICE/PARTICIPATION OF TARGET GROUPS

The Green Transition Portfolio places women, youth, and marginalized groups at its center because they face overlapping barriers such as limited access to resources, higher unemployment, and systemic exclusion that increases their vulnerability. Intersectionality shows how identities such as gender, caste, ethnicity, and age intersect deepen disadvantages, making these groups disproportionately affected by environmental and economic challenges.

Of the total participants trained, 91% of women received training in safe farming practices, while 59% of women were trained across five different occupations to support income generation. By prioritizing them, the portfolio ensures that the transition is not only environmentally sustainable but also socially just. Women are key drivers of household and community-level change, youth bring innovation and energy, and marginalized groups hold critical and indigenous knowledge. Their inclusion strengthens ownership in achieving the "Clean, Green, Safe, and Bright" vision.

7.2 GENDER EQUALITY, WOMEN'S EMPOWERMENT AND SOCIAL INCLUSION

The program has placed strong emphasis on advancing gender equality and ensuring meaningful inclusion of women and marginalized communities across interventions. Women's participation has been particularly notable in green skills and livelihood initiatives. Of the 81 participants trained in four green occupations—banana fiber processing, bamboo/cane multiproduct preparation, flower cultivation, and AC & Refrigeration repair and maintenance 72% were women. Similarly, 91% of the 100 farmers trained in safe farming practices are women, strengthening their technical capacity, economic agency, and leadership in regenerative agriculture.

The initiative also prioritized inclusive engagement in governance and digital transformation processes. Orientation on DSMC's digital governance system engaged 67 participants, including youth, Female Community Health Volunteers, teachers, community leaders (including Tharu Bhalmansa), and eco/youth club members, of whom 41 were women. These efforts enhance women's digital literacy and participation in municipal governance.

Furthermore, the proposed Makerspace is designed to reduce structural barriers faced by youth, women, and marginalized groups by providing shared facilities and equipment to support green entrepreneurship. Collectively, these initiatives promote economic empowerment, strengthen social inclusion, and expand women's leadership in local development processes.

7.3 NATIONAL CAPACITY DEVELOPMENT

NA

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7.4 SUSTAINABILITY

Regarding the sustainability of the project interventions, the Local Government of Dhangadhi Sub-Metropolitan City has taken ownership of the initiatives and committed parallel financing for 2026. An allocation of approximately USD 431,819 has been earmarked to support circularity (MRF, Green Job Training, Sanitary Pad and Feather Management), nature-based solutions (Bamboo Rhizome, Green Belt Promotion, Safe Farming, Pond Restoration, Makerspace), and institutional capacity building (Tourism Web Portal Development, Job Fair, Curriculum Development).

Furthermore, the interventions piloted during the project implementation will be integrated into the Green Transition in Nepal Portfolio. Drawing on lessons learned, this approach is designed to be replicated in other countries, thereby strengthening the model's scalability and impact beyond Dhangadhi.

7.5 PARTNERSHIPS

Throughout the implementation of the project, UNDP has worked in close collaboration with DSMC for implementing different project interventions for targeted to most vulnerable and marginalized groups, and women. This partnership has been instrumental in strengthening institutional synergies among key local stakeholders, thereby enhancing both effectiveness and long-term sustainability of the initiatives. By fostering shared ownership and building local capacity, the collaboration has ensured that project outcomes are embedded with the DSMC's governance structures.

7.6 PROMOTION OF CIVIC ENGAGEMENT

Green Transition Portfolio initiative has strengthened participatory governance and civic engagement through awareness campaigns, consultations, and evidence-based planning.

An art competition involving 123 students and a bicycle rally with over 200 participants fostered community awareness and ownership of the shared municipal vision: "Clean, Green, Bright and Safe Dhangadhi." These activities encouraged youth and citizens to reflect on environmental responsibility and urban transformation.

The ongoing Public Engagement Survey aims to gather citizens' perspectives on inclusive governance, policy co-creation, and access to municipal information systems. This initiative strengthens accountability and ensures that development planning reflects community priorities. This survey also concentrates on the perception of the residents of Dhangadhi to the vision of the city as a clean, green, and resilient city, and for fostering a sense of belonging and commitment of people towards sustainability, environmental and civic responsibility.

The comprehensive baseline study, measuring 38 transformation indicators across circular economy, nature-based solutions, and participatory governance, provides a strong foundation for adaptive programming and evidence-based decision-making. It highlights the need to shift from policy formulation to enforcement, from participation events to meaningful policy influence, and from service provision to service quality and equity.

Additionally, the envisioned Unified Digital Governance Platform aligns with the national "Digital Nepal" vision and seeks to enhance citizen-centric, transparent, and decentralized service delivery.

7.7 EXPANDING OPPORTUNITIES FOR YOUTH

Youth engagement has been integrated across skills development, entrepreneurship, civic awareness, and digital governance. The training programs in green occupations and regenerative agriculture provide practical, market-oriented skills that open pathways for employment and self-employment in emerging green sectors. The Makerspace initiative is particularly designed to foster innovation and enterprise among young people by providing shared access to tools and equipment for circular economy ventures. This lowers entry barriers and supports startup development in sustainable industries.

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Youth participation in digital governance orientation sessions, eco clubs, art competitions, and the bicycle rally has strengthened their role as ambassadors of the city's green vision. These efforts build youth leadership, civic responsibility, and technical capacity to contribute to long-term urban transformation.

7.8 INNOVATION

Innovation is a cross-cutting feature of the program, combining institutional reform, technology integration, and nature-based solutions.

The development of Nepal's first government-approved e-waste processor curriculum represents institutional innovation in formalizing green skills development.

The Unified Digital Governance Platform represents a major step toward modernizing municipal administration through modular, citizen-centric digital systems. By integrating internal operations with service delivery, the platform aims to enhance efficiency, transparency, and responsiveness.

Nature-based innovations—including pond restoration, bamboo propagation, energy efficient building, rainwater harvesting systems, and the proposed Micro Green Park—demonstrate forward-looking approaches to urban resilience and ecosystem restoration.

Makerspace further promotes innovation by nurturing circular economy enterprises and fostering collaborative, technology-enabled entrepreneurship among youth and marginalized communities.

7.9 KNOWLEDGE NETWORKING AND MANAGEMENT PRODUCTS

TV Documentary/Short Videos

As part of the knowledge management product development 3 short videos on 3 shifts have been developed.

Publications

A learning document, three success stories, one profile, and one infographic. have been developed. Furthermore, revenue generation study and public engagement survey have been conducted.

7.10 FINAL EVALUATION OF THE PROJECT

N/A

8. LESSONS LEARNT

The major lessons learnt are:

Shift 1

- *Strengthening coordination between Municipality and Community:* Effective waste management and circular-economy initiatives require strong collaboration between the municipality and community. Community ownership enhances accountability, improves segregation practices, and strengthens sustainability of interventions.

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- *Household composting units:* Household composting is more practical and cost-effective in the local context for managing organic waste and generating income. It reduces waste to be taken to landfill sites.
- *Circular economy creates green jobs:* Circular economy initiatives generate employment opportunities in recycling, repair services, composting, and sustainable product manufacturing. Green skills training expands livelihood options, particularly for women and youth.
- *Transform waste management from a cost center into a value-generating system:* Traditional waste management system where waste is taken to landfill site is considered as a municipal expense. DSMC, by promoting recycling, composting, repair services, and resource recovery, proved that waste can become an economic asset. This shift improves municipal revenue prospects while delivering environmental benefits.

Shift 2

- *Connection of ecological and social benefits:* Nature-based solutions such as pond restoration, bamboo planting, provide both environmental and community benefits. These interventions improve biodiversity, water management, and urban cooling while also creating recreational spaces and livelihood opportunities.
- *Systemic Interventions for sustainability:* Nature-based interventions including rainwater harvesting, solar energy, energy efficient building, and safe farming, achieve optimal performance when implemented as interconnected systems that maximize synergies and resilience against climate impacts
- *Economic gains drive adoption of new technologies:* Farmers adopt safe farming practices faster when economic gains are demonstrated on top of environmental and health benefits
- *Sustainability mechanism:* Policy enforcement and institutional backing are important for sustainability of the restored ecosystems

Shift 3

- *Digital Platforms Enhance Service Delivery:* Applications for digital governance and grievance tracking improve efficiency, transparency, and evidence-based decision-making.

9. IMPLEMENTATION ISSUES AND CHALLENGES

i. Skills training participants may face market access constraints, price volatility, competition from established suppliers, and limited value-chain integration. Therefore, access to credit, business development support is required for newly trained entrepreneurs, particularly women and marginalized groups may struggle to scale their enterprises sustainably.
ii. Shifting from conventional practices to sustainable and circular models such as regenerative agriculture, waste-to-resource systems, adopting energy efficiency, and digital service utilization requires behavioral change among citizens, businesses, and institutions. Low awareness, resistance to new technologies, and traditional habits may hinder adoption and compliance.
iii. The interventions are currently at early implementation stages. Ensuring long-term sustainability will require strong institutional ownership, policy integration, stable financing mechanisms, and replication strategies across wards and sectors.
iv. While policies, strategies, and different studies have been conducted, translating them into effective enforcement and sustained implementation remains a challenge due to limited staff, coordination gaps

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across municipal departments, and procedural delays can slow the operationalization of initiatives such as digital governance systems, green infrastructure projects, and revenue reforms.

v. Integrating citizen feedback into decision-making processes requires strengthening mechanism for meaningful policy influence.

10. PRIORITIES FOR 2026

Shift 1: Waste Circularity

- Training of Trainers (ToT) on e-waste processors
- Establish Innovation Research Hub / Makerspace (Follow-up Support)
- Awareness campaigns & capacity development of Municipal Officials & Private & Business sectors on waste management & enterprise development
- Learning & Review Workshop (2), joint monitoring visits (2)

Shift 2: Nature-based Solutions

- Support to strengthen bamboo (rhizome) nursery and plantation and establish rainwater harvesting
- Support to strengthen green space for promoting economic zones of green belt
- Regenerative agriculture ecosystem through safe farming intervention
- Assessment of Market Dynamics, Value Chains of Bamboo Products, Banana Fiber, Safe Farming Produce, Clay Pots, and Resource Recovery Potential of Glass Waste in DSMC

Shift 3: Enabling Policies and Local Governance

- Provide additional technology & equipment support for operationalization of unified digital governance platform
- Knowledge management, communication, branding & visibility
- Support to establish Community of Practice (CoP) led by DSMC on waste circularity, inclusive planning process and revenue generation
- Provide technical support to DSMC on own source revenue generation through Mobile Team Expert to promote night market economy
- Develop standards/SoP/Guidelines on energy efficient building code of conduct

Government of Japan Supported Project

With the financial support of the Government of Japan, UNDP Nepal is implementing the project *"Smart Buildings and Green Infrastructure for Improved Human Security and Sustainable Development in Nepal."* One of the key interventions under this project focuses on restoring urban wetlands and ponds as green and blue urban spaces to enhance resilience to extreme heat in Dhangadhi Sub-Metropolitan City (DSMC), one of Nepal's fastest-growing urban center in the Far-western Terai. This initiative serves as a pilot for integrated urban heat management solutions aimed at reducing heat-related health risks, improving livelihood opportunities, and protecting traditional ponds/wetlands to strengthen local water recharge systems in Dhangadhi.

Key Interventions & Budget for March 2026 – March 2027

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1. Retrofit 5 public buildings and 5 small urban infrastructure thermally retrofitted
2. Restore 3 ponds
3. Water points for human and animals, cooling centers for urban poor, heat relief supplies
4. Conduct SES, Feasibility Study, Design & Drawings
5. Develop operational training package on heat-resilient and low-energy solutions and provide training to city government officials and engineers/architects
6. Conduct mass awareness and orientation programmes in schools and communities on heat management.
7. Prepare heat response plans of Dhangadhi, and Policy Briefs and General Guidelines for municipal level

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11. RISK AND ISSUE LOGS

Event	Causes	Impacts	Risk Category	Risk Level	Risk Valid From	Risk Valid To	Treatment measures	Treatment Status
There is a risk of missing revenue opportunities that could be generated by DSMC	As a result of outdated data, lack of verification, and absence of clear strategies to integrate revenue-generating mechanisms in waste management or other sectors (e.g., waste-to-energy, recycling initiatives).	- Loss of potential income from waste-to-energy, recycling, or other revenue-generating schemes. - Failure to develop sustainable business models for green interventions. - Reduced project sustainability due to reliance on external funding.	Financial	Moderate	01-Mar-25	31-Dec-26	1.1: Conduct rigorous data verification and establish standardized data collection mechanisms. Risk	Ongoing
There is a risk of missing revenue opportunities that could be generated by DSMC	As a result of outdated data, lack of verification, and absence of clear strategies to integrate revenue-generating mechanisms in waste management or other sectors (e.g., waste-to-energy, recycling initiatives).	- Loss of potential income from waste-to-energy, recycling, or other revenue-generating schemes. - Failure to develop sustainable business models for green interventions. - Reduced project sustainability due to reliance on external funding.	Financial	Moderate	01-Mar-25	31-Dec-26	Develop revenue models, exploring waste-to-energy and recycling as revenue sources.	Ongoing
There is a risk of missing revenue opportunities that could be generated by DSMC	As a result of outdated data, lack of verification, and absence of clear strategies to integrate revenue-generating mechanisms in waste management or other sectors (e.g., waste-to-energy, recycling initiatives).	- Loss of potential income from waste-to-energy, recycling, or other revenue-generating schemes. - Failure to develop sustainable business models for green interventions. - Reduced project sustainability due to reliance on external funding.	Financial	Moderate	01-Mar-25	31-Dec-26	.2: Engage independent auditors to ensure data accuracy.	Ongoing
There is a risk of delays in implementing green transition policies due to insufficient stakeholder engagement.	Lack of coordination between stakeholders and gaps in policy frameworks for green transition.	Delayed implementation, reduced effectiveness of governance sandbox activities, and limited policy impact.	Strategic	Moderate	01-Mar-25	31-Dec-26	2.1 Facilitate stakeholder consultations and policy reviews to align green transition measures.	Ongoing

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There is a risk of delays in implementing green transition policies due to insufficient stakeholder engagement.	Lack of coordination between stakeholders and gaps in policy frameworks for green transition.	Delayed implementation, reduced effectiveness of governance sandbox activities, and limited policy impact.	Strategic	Moderate	01-Mar-25	31-Dec-26	2.2: Pilot small-scale governance sandbox interventions to assess feasibility.	Ongoing
There is a risk of insufficient community participation in city branding activities due to less access to communication and knowledge on branding activities	Low awareness among citizens, lack of incentives, or cultural resistance to change.	Ineffective branding, lack of community ownership, and reduced impact of "Clean, Green, Safe, and Bright Dhangadhi."	Social and Environmental	Moderate	01-Apr-25	31-Dec-26	Organize community workshops and competitions to encourage citizen participation. Risk Treatment	Ongoing
There is a risk that behavioral change programs may not achieve desired results.	Insufficient integration of behavioral insights into program design and implementation, or insufficient quality of design of behavioral change programs.	Minimal behavior changes, wasted resources, and low program effectiveness.	Operational	Moderate	01-Apr-25	31-Dec-26	Risk Treatment 4.1: Incorporate evidence-based behavioral nudges into program design. Treatment 4.2: Conduct pre- and post-intervention assessments to refine strategies.	Ongoing
There is a risk that vocational training programs may not align with local market needs	Lack of updated data on skill gaps and potential job markets.	Low participation in training programs, underutilization of skills, and limited job placement.	Operational	Moderate	01-Apr-25	31-Dec-26	Risk Treatment 5.1: Conduct in-depth labor market assessments to identify priority	Ongoing

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							training areas. Risk Treatment 5.2: Partner with technical institutions (e.g., CTEVT) to develop competency-based curricula.	
There is a risk of delays or inefficiencies in establishing the Circularity Innovation Research Hub.	As a result of lack of suitable physical space, resources, or stakeholder agreement.	Which may delay research and innovation activities, reduced stakeholder participation, and missed opportunities for promoting green technologies.	Organizational	Substantial	01-Apr-25	30-Jun-26	Risk Treatment 6.1: Collaborate with local institutions and stakeholders to secure a suitable location along with development of a phased plan with clear milestones for infrastructure and resource allocation.	Ongoing
There is a risk of weak financial systems or mismanagement of funds, hindering green transition interventions.	As a result of Inadequate financial oversight and weak internal controls.	Which may cause reputational harm to UNDP, ineffective resource utilization, and delayed	Financial	Low	01-Apr-25	30-Jun-26	Risk Treatment 7.1: Enforce strict adherence to UNDP's Internal Control Framework and conduct regular spot	Ongoing

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							checks and audits and build capacity of implementing partners in financial management.	
There is a risk of being unable to monitor and capture long-term impacts of green transition interventions effectively.	As a result of insufficient capacity in monitoring and evaluation (M&E) mechanisms, in particular for measuring impacts.	Which may show the inability to demonstrate programmatic success, raising questions about UNDP's role and the overall value of interventions.	Organizational	Moderate	01-Apr-25	30-Jun-26	4.1: Include a dedicated M&E component in portfolio team support that is linked to the program's Results Framework and transformation strategy together with the commissioning of reviews, and impact studies to ensure robust evidence of program impact.	Ongoing
There is a risk that the City Sustainability Challenge may fail to engage key stakeholders or provide actionable insights.	Lack of coordination between educational institutions and municipal stakeholders.	Insufficient data collection, reduced innovation, and minimal impact on addressing city challenges.	Social and Environmental	Moderate	01-Apr-25	31-Dec-26	Risk Treatment 9.1: Strengthen partnerships with local schools and universities.	Ongoing

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							Risk Treatment 9.2: Ensure active involvement of city authorities in the challenge. Treatment Owner: Portfolio Management Team.	
There is a risk that the Circularity Innovation Research Hub will not attract the expected research or innovation Portfolios.	As a result of insufficient awareness or perceived value of the research hub, failure by UNDP/DSMC to share information/raise awareness about potential benefits.	This may impact low participation from entrepreneurs and researchers, limiting the potential for innovation and growth.	Financial	Substantial	01-Apr-25	30-Jun-26	Awareness campaign contributes to engage the local and other innovative networks	Ongoing
There is a risk of occupational health hazards to staff during waste management, especially when handling hazardous materials, glass, and hospital waste, or implementing nature-based solutions like waste-to-energy and recycling Portfolios. Risks include exposure to harmful substances, unsafe work environments, and physical strain from tasks like manual waste handling or operating heavy machinery.	As a result of the exposure to hazardous waste materials, chemicals, and working in construction or biogas plant environments created physical injuries and environmental hazards like poor air quality.	Which will impact Health issues for staff, including respiratory problems, skin diseases, and injuries as well as reduced staff efficiency and potential absenteeism and legal or reputational risks if health risks are not mitigated properly.	Operational	Substantial	01-Apr-25	31-Dec-26	Risk Treatment 11.1: Use of PPE and Safety Gear: Ensure staff wear appropriate protective equipment; Health and Safety Training: Conduct training on safe waste handling and biogas work; and Regular Health Monitoring:	Ongoing

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Without proper safety measures, staff may face injuries, infections, or respiratory issues.							Check-ups to monitor and address any health concerns early.	
There is risk of Delayed Completion of Planned Interventions in DSMC	As a result of unforeseen logistical challenges, lack of resources (personnel, funds, equipment), weather-related disruptions, or dependency on external stakeholders for data or approvals.	This may delay key activities like field investigations, data analysis, and report preparation; postponement of Portfolio goals related to waste management, green transition, and circular economy and disruption in the expected environmental and economic benefits.	Strategic	Substantial	01-Apr-25	31-Dec-26	Stipulated timeline and corrective measures will contribute to maintaining the portfolio goals and objectives	Ongoing
There is a risk that staff involved in the Green Transition Portfolio design engage in acts of inappropriate behavior, discrimination, or sexual exploitation and abuse.	Imbalances in power relations among staff, stakeholders, and beneficiaries, and a lack of serious mechanisms to address or prevent such behavior.	- Damage to stakeholder trust and community relationships. - Reputational harm to the Green Transition initiative and UNDP. - Disruption in Portfolio outcomes and delays in implementation.	Social and Environmental	Moderate	01-Apr-25	30-Jun-27	Risk Treatment 1: Mandatory training on prevention of sexual exploitation and abuse for all staff, with refresher sessions provided regularly. Risk Treatment 2: Strict enforcement of disciplinary measures for any rule breaches, with established grievance mechanisms for complaints.	Ongoing

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							Risk Treatment 3: Agreements with partners and stakeholders include clauses on conduct and accountability to ensure ethical engagement.	
There is a risk that fund transfers to UNDP, as the Green Transition Portfolio Partner, are delayed or below anticipated levels.	Changing priorities of development partners, reducing funding allocations for environmental Portfolios, or limited achievement of anticipated programmatic results, leading to payment delays or reduced funding.	- Reduced ability to implement planned portfolio activities effectively. - Delayed Portfolio milestones and outputs. - Questions raised about UNDP's capacity to manage and deliver green transition initiatives.	Financial	Moderate	01-Apr-25	30-Nov-26	Risk Treatment 1: Proactive engagement with funding partners and stakeholders to align expectations and maintain dialogue on Portfolio progress. Risk Treatment 2: Establish contingency planning for critical activities to minimize disruption in case of delayed funding.	Ongoing

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							Risk Treatment 3: Regular reporting and updates to donors on Portfolio milestones and successes to secure confidence and continuity in funding.	
There is a risk that staff involved in the designing of Green Transition Portfolio engage in acts of abuse of authority or financial irregularities.	As a result of weak financial management systems and oversight mechanisms.	Which might raise the questions about UNDP's oversight and accountability capacity as well as potential reputational damage to UNDP and stakeholders and also delayed or compromised Portfolio outcomes.	Financial	Moderate	01-Apr-25	30-Nov-26	Risk Treatment 1: Ensure all staff complete mandatory courses on anti-corruption, accountability, and abuse of authority, along with regular refresher training. Conduct regular monitoring, including financial audits of the portfolio components, and maintain close coordination with stakeholders to enforce strict	Ongoing

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							financial discipline and detect irregularities early and implement audits, investigations, and strict disciplinary measures for any breaches of rules or regulations.	
There is a risk that the Green Transition Portfolio's engagement with key stakeholders, including political leaders, civil servants, women, and marginalized groups, is ineffective or fails to yield expected outcomes regarding ownership and implementation of inclusive and gender-transformative approaches.	As a result of lack of understanding, institutional incentives, or capacity to implement inclusive and gender-transformative strategies as well as resistance or lack of commitment from stakeholders to adopt gender-sensitive approaches.	This may reduce ability to achieve planned outcomes; potential backlash from duty bearers, political institutions, and community leaders; and continued discrimination against women and marginalized groups by dominant community groups, bureaucrats, and leaders.	Social and Environmental	Moderate	01-Apr-25	31-Dec-26	Risk Treatment 1: Conduct policy research and develop communication strategies using evidence-based and digital tools to drive behavior change. Regularly fact-check information on mainstream and social media to counter misinformation and discriminatory narratives.	Ongoing

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							Risk Treatment 2: Implement periodic training on Gender Equality and Social Inclusion (GESI) and transformative approaches for Portfolio staff, stakeholders, and partners. The training will address biases, discriminatory attitudes, GESI sensitivity, and safe workplace practices, with orientation for the existing team and mandatory inclusion during induction.	
There is a risk that the recent political transitions of Nepal are likely to cause some delays in achieving portfolio results.	As a result of ongoing uncertainty and competing demands related to future governance and leadership	This could impact on the delays in the delivery of the joint portfolio interventions in time.	Operational	Moderate	01-Oct-25	31-Jul-26	Ensure regular coordination with Dhangadhi Sub-Metropolitan City (DSMC) and related stakeholders for the smooth	Ongoing

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							implementation of the portfolio interventions.	
There is a risk that upcoming national elections scheduled in March 2026 may affect implementation timelines	As a result of the enforcement of election code-of-conduct restrictions and potential administrative slowdowns	This could impact the delays in the implementation of interventions in time	Operational	Moderate	10-Dec-25	30-Apr-26	DSMC and UNDP apply better options for the implementation of the interventions	Ongoing

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12. PROGRESS AGAINST ANNUAL WORK PLAN 2025

OUTPUTS	ACTIVITIES	Target	Status	Remarks
Shift 1: From waste as a problem to waste as a valuable resource supporting a vibrant economy				
Indicators: # Value-adding profitable waste enterprises that provide decent jobs # Recognized expertise for circular innovation and culture of experimentation # Formal and informal education system that creates sustainability entrepreneurs	1.1 Develop one competency-based curricula based on research & DSMC Job Fair	1	1	Completed
	1.2 Provide training on vocational green job (100 person)	100	101	Completed
	1.3 Establish Innovation Research Hub with dedicated maker space including follow up support	1		Ongoing
	1.4 Promote technologies for high value plastic waste recovery (Technology transfer to Dhangadhi MRF & PPP mechanism on plastic upcycling, including detail business model)	1		Ongoing
	1.5 Learning Workshop	1	1	Completed
	1.6 Exposure Visit	1	1	Completed
Shift 2: From brown and grey infrastructure to nature-based solutions to city challenges and smart green services accessible				
Indicators:	2.1. Strengthen bamboo (rhizome) nursery	**1**	1	Completed

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# Eco-friendly and sustainable municipal services are being expanded and enhanced. # Policies for nature-based solutions are being developed, endorsed, and implemented by municipalities. # Policies for nature-based solutions are being developed, endorsed, and implemented by municipalities. # Municipal green infrastructure is being enhanced, and inclusive access to these services is improving. # Renewable energy solutions and sustainable practices are being adopted by the municipality and residents. # Residents are adopting sustainable water management practices, enhancing groundwater recharge and rainwater harvesting. # Regenerative agricultural systems are being established to improve sustainability in farming practices. # Ecosystems are being restored through pond conservation and water management practices, improving biodiversity and resilience to disasters. # Sustainable livelihoods are being created for smallholder farmers and artisans producing eco-friendly products like leaf plates and bamboo items.	2.2. Integrate efficient mechanisms (water, heat, energy etc.) in the existing public building to demonstrate sustainable municipal infrastructure	1	1	Completed
	2.3. Restoration of pond to promote local tourism	1	2	Completed (Badhigadhaiya and Sadhuwababa ponds restoration)
	2.4. Designing and providing technical support to establish one green popup space	1	1	
	2.5. Explore transport services to promote sustainable mobility (women ownership for three-wheeler vehicle using CNG)	1		Ongoing
	2.6. Regenerative agriculture ecosystem through safe farming intervention and promote collection centers for market linkages of agri-produce	1		ongoing
Shift 3: Local Government: Enabling Policies and Stakeholder Participation				

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Indicators: # Local government revenue generation from sustainable sources is increasing, demonstrating the ability to attract investments and diversify funding streams. # Expenditure by local governments is increasingly aligned with the DSMC vision, focusing on key areas like green jobs, innovation, and nature-based solutions # New policies, plans, and budgets are being developed to support the DSMC vision, enhancing sustainable practices and innovative local governance. # Regular platforms for dialogue and coordination with diverse stakeholders are established and utilized to inform policy, planning, and implementation. # Formal partnerships with stakeholders to co-create and implement initiatives aligned with the DSMC vision are increasing. # Citizen participation and engagement in policy and planning processes are increasing, enhancing transparency and accountability. # Awareness campaigns and behavioral change initiatives are being implemented effectively to promote the DSMC vision and sustainable practices. # Communication and information-sharing mechanisms are more aligned with the DSMC vision, reaching citizens effectively through diverse platforms.	3.1. Conduct study on municipal revenue generation	1	1	Completed
	3.2 Knowledge management, Communication, branding & visibility	1	1	Completed
	3.3 Conduct baseline for Results framework (establish baseline, metrics and data collection methodology of the portfolio)	1	1	Completed
	3.4 Develop a web based shared operations and portfolio management system for dynamic management	1		Ongoing

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Annex 1: Desegregated data

A. Short-term green skills training details

SN	Training Occupations	Course hours	Men	Women	Marginalized
1	Banana Fiber Processor Training (Plate, spoon making)	460	1	19	11 (3 Dalit)
2	Flower Culture (Cut Flowering)	390	0	20	18 (1 Dalit)
3	Bamboo/Cane Multiproduct Preparing Training	390	1	20	19
4	AC, Refrigerator, and Washing Machine Repair and Maintenance	390	20	0	15
5	EV repair and maintenance	390	20	0	15 (1 Dalit)
	Total	**101**	**42**	**59**	**78**

B. Safe farming farmers' field school training details

S.N.	No of Group Formed		No of Soil Sample Collected & Tested		No of Training Conducted	
	Ward 17	Ward 7	Ward 17	Ward 7	Ward 17	Ward 7
1	3 (64 Farmer)	2 (36 Farmer)	164	36	9	6

Desegregated data of Farmer's Field School Beneficiaries			
Women	**Men**	**Total**	**Marginalized**
91	9	100	97

Desegregated data on Safe Farming Training of Trainers Beneficiaries			
Women	**Men**	**Total**	**Marginalized**
7	3	10	10

Desegregated data on Safe Farming Business Skill Training Beneficiaries			
Women	**Men**	**Total**	**Marginalized**
16	4	20	19

C. Social Mobilization Data

Desegregated data on Art Competition Participants				
Girls	**Boys**	**Total**	**No. of community schools participated**	**No. of institutional**

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				schools participated
62	61	123	41	21

Desegregated data on Art Competition Participants				
Girls	**Boys**	**Total**	**No. of community schools participated**	**No. of institutional schools participated**
62	61	123	41	21

Desegregated data on Digital Orientation Participants			
Girls	**Boys**	**Total**	**Marginalized**
36	32	68	23