

**Government of
Ministry of Local Development**

Rural Transport Infrastructure

Capacity Building Plan

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**RTI Sector
Maintenance Pilot**

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ACRONYMS AND ABBREVIATIONS

| | |
|----------------|--|
| ADB | Asian Development Bank |
| ARMP | Annual Road Maintenance Plan |
| CIAA | Commission for Investigation of Abuse of Authority |
| CIP | Continual Improvement Plan |
| DDC | District Development Committee |
| DFID | Department for International Development (UK Aid) |
| DOLIDAR | Department of Local Infrastructure Development and Agricultural Roads |
| DRILP | Decentralised Rural Infrastructure and Livelihoods Project |
| DRSP | District Roads Support Programme |
| DTMP | District Transport Master Plan |
| DTO | District Technical Office |
| GBP | Great Britain Pound |
| GON | Government of Nepal |
| GTZ | Gesellschaft fur Technische Zusammenarbeit (Germany) |
| ISO | International Standards Organisation |
| JFA | Joint Financing Agreement |
| LGCDF | Local Governance and Community Development Program |
| LRN | Local Road Network |
| M&E | Monitoring and Evaluation |
| MLD | Ministry of Local Development |
| MTEF | Medium Term Expenditure Framework |
| PAF | Poverty Alleviation Fund |
| PRAN | Programme for Accountability in Nepal |
| QMS | Quality Management System |
| RAIDP | Rural Access Improvement & Decentralisation Project |
| RAP | Rural Access Programme |
| RBN | Roads Board of Nepal |
| RRF | Rural Roads Forum |
| RRRSDP | Rural Reconstruction and Rehabilitation Sector Development Project |
| RSAC | RTI Pilot Advisory Committee |
| RSICC | RTI Pilot Implementation Coordination Committee |
| RTI | Rural Transport Infrastructure |
| SDC | Swiss Agency for Development and Cooperation |
| SRN | Strategic Road Network |
| SWAp | Sector Wide Approach |
| TA | Technical Assistance |
| TOR | Terms of Reference |
| VDC | Village Development Committee |
| WB | World Bank |

1 INTRODUCTION

Rural Transport Infrastructure Maintenance Sector Pilot started its implementation from March 2011 in seven pilot districts, namely Jhapa, Morang, Sankhuwasabha, Sindhupalchowk, Parbat, Dailekh and Dadeldhura district. The Programme is coordinated through the Rural Transport Infrastructure Sector Wide Approach (RTI SWAp) Unit of Department of Local Infrastructure Development and Agricultural Roads (DOLIDAR) of Ministry of Local Development. DFID and SDC have provided the Technical Assistance to support the pilot phase. The maintenance pilot programme aims to preserve investment made in local roads, improve/maintain access to goods, services and markets and improve general mobility of people.

Proper maintenance requires a wide range of skills, knowledge and resources from the public and private institutions and personnel involved in these activities. Since the Pilot envisages establishing a government-owned, systematic and sustainable system, there is a need to provide capacity building support for the relevant units of DOLIDAR and DDC/DTO and their staff. However, growing support by GON agencies for outsourcing technical activities to private sector consultants and contractors for the planning, private sector personnel is important not only to plan and manage maintenance work, but also for improved governance in the sector by increasingly adopting transparent and accountable system.

2 OBJECTIVES OF THE CAPACITY BUILDING PLAN

The overall objective of the capacity building plan is to enhance capacity of the government organisations and staff to manage maintenance of local road networks in a sustainable manner and improved accountability. Specific objectives are:

- Support DOLIDAR, DDC and DTO to enhance their capacity in maintenance management, including development of guidelines, directives, processes, procedures and systems.
- Build capacity of government staff of relevant institutions to measure and compare performance with approved plans and established standards.
- Support to improve ability of DOLIDAR and DDC/DTO and its staff in the maintenance of improved accountability and transparency in maintenance and financial management.
- Build other relevant organisations – maintenance committees/groups and local contractors – to enhance their skill and knowledge on quality management, norms and standards, contract enforcement, work execution etc.
- Support to establish data/information system and communication system for comparing physical results against predefined objectives and allocated resources.

3 PROGRAMME STRATEGY

The overall strategy for the capacity building would adopt process-oriented methods that ensure the initiatives are built-in the maintenance management activities of DOLIDAR and DDC/DTO. Local contractors and user committees/groups would also be part of the capacity building plan in as much as these organisations get directly involved in maintenance works. It will look into the capacity situation in a more holistic manner, however the focus will be to enhance the existing capacity and develop new ones that are required for managing and replicating maintenance works in a more systematic and sustainable manner.

The strategy will be one in which the TA Team will work with the DOLIDAR and DDC/DTO staff in all aspects of maintenance management such that the responsible staff will gain experience and skill on-the-job and apply whenever it is required. It will also inject the feeling of ownership of the process in them. Whenever specialised services not available within the TA Team are required, these will be outsourced and made available to the relevant organisations and staff. Overall, the strategy will focus on project management process, leadership development and organisational and individual knowledge management required to maintain road assets.

Improved governance at the central and district levels is critical for the programme to produce desired outcomes. It implies that accountability and transparency on the part of the government agencies is vital. This hinges, to a large extent, on the ability and desire of the government staff to perform as stipulated in their job description. It is also important that the information required for measuring performance against the planned output and activities is available and government agencies are capable of applying them. So, building capacity for establishing and managing information at district and central level will also form a part of the Plan.

4 CAPACITY BUILDING APPROACH

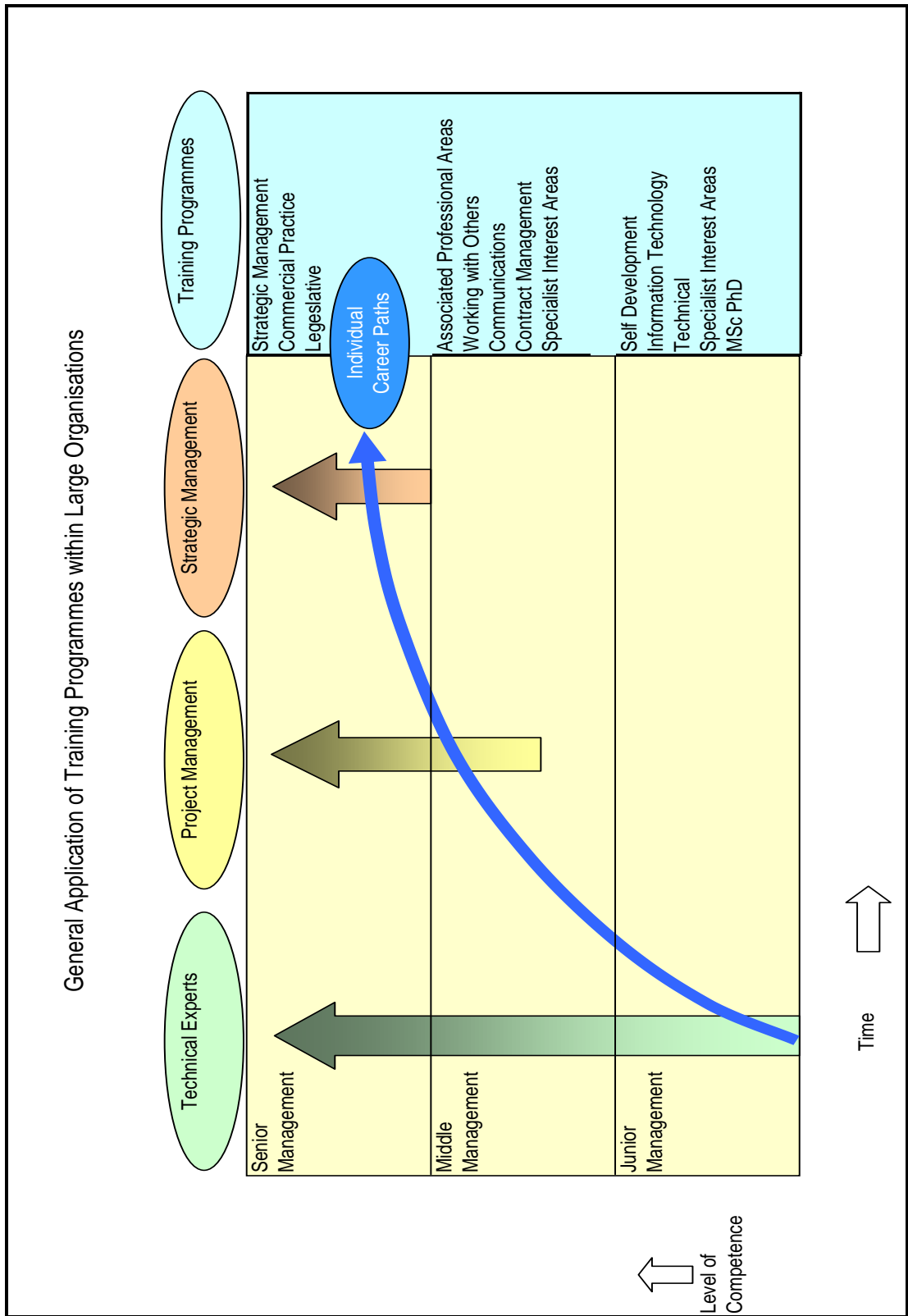
Organisations such as DOLIDAR, DDC and DTO, which are involved in the road maintenance sector, are likely to require a wide range of capacity building and professional development programme for a variety of people ranging from senior managers, financial officers, engineers, other technical staff, consultants, contractors, users committees and support staff. As the nature of the task of these people varies depending upon the level and professional orientation, the capacity building approach needs to fit these requirements. The critical aspect of any capacity building initiative is to enhance skill and knowledge of the DDC/DTO staff that helps improve their performance level. The delivery methods for capacity building initiatives range from orientation to on-the-job (OJT) training, short term formal training by training providers, workshops, seminar, observation tours, on-line learning and university courses.

The selection of capacity building programmes targeted to DOLIDAR, DDC/DTO staff and private sector depends on a number of factors including the institutional development plans and training needs assessment of the staff.

While imparting capacity building support it is important to devise strategies to suit to different levels of management and levels of competencies. Any capacity building programme should distinguish between capacity support for technical experts, project managers and strategic level staff drawn from junior, middle and senior level management levels.

An example of capacity building support/training for different levels of competency and management levels of a typical organisation is presented in Figure 1 below. As shown in the far right hand column, the capacity building/training programme for a senior level management would be expected to focus more on issues related to strategic management and policy.

Figure 1: General Application of Capacity Building Programmes in Large Organisations



**Figure 2: Capacity/Training
Development Skill Areas
(Compatible with current Institution of
Civil Engineers (ICE) UK CPD Subject
Areas)**

Self Development

- Interpersonal Skills
- Team Management
- Decision Making
- Stress Management
- Time Management
- Delegation
- Career Development and

Planning

- Professional ethics and rules
of conduct

Communications

- Report and Letter Writing

Skills

- Interview Skills
- Negotiating Skills
- Managing Meetings
- Information Management
- Presentation Skills
- Facilitation and Work Shops

Strategic Management

- Developing Business Plans
- Performance Enhancement
- Health and Safety
- Quality Management
- Environmental Management
- Human Resource

Management

- Training and development

Technical

- Detailed design
- Environmental Design and

Impact

- Procurement estimates, bids
and tenders

- Construction Site

Management

- CAD
- Energy Efficiency and

Conservation

- New Building Materials
- New types of Contract and

Partnering

Legislative

- Construction Regulations
- Construction Contract Law
- Health and Safety

Legislation

- Environmental Legislation
- Employment Legislation
- Different forms of Contract

Associated Professional Areas

- Adjudication
- Arbitration
- Facilities Management
- Planning Supervision
- Project Management

Working with Others

- Team Leadership
- Motivation Skills
- Managing Poor Performance
- Performance Appraisals

Commercial Practice

- Client Care and
Management
- Marketing
- Public Relations

Information technology

- Information Technology
- In House Systems
- External Services
- Personal Computing
- Specialist Software

Contract Management

- Financial Management
- Procurement Procedures
- Site Management
- Contract Administration
- Risk Management
- Disputes Resolution

Specialist Areas

- Environment
- Ground
- Public Sector/Municipal
- Structures and Buildings
- Transport
- Virtual Design
- Urban Planning and Design
- Rural Development
- Sustainable

Livelihoods/Poverty

- Aid Management
- Institutional Development
- Social Development
- HIV/AIDS

Infrastructure Maintenance

Figure 3 : Possible Means of Training Delivery

- Formal Courses
- Conferences
- Seminars
- Workshops
- Distance and Open Learning Courses
- Validated and Accredited Qualifications
- Continuing Professional Development Programmes
- Study Tours
- Personal Learning from the Internet
- Self study using textbooks or Study Packs
- Research
- Lecturing
- Teaching (for non teachers)
- Knowledge Sharing
- Training Audio and CD Rom
- Videos and TV Programmes
- Job Secondment
- Professional Association Activities
- Attending Career Conventions
- Writing reports for Publication
- Technical Presentations
- Work Shadowing
- Structured reading Programmes
- In house Presentations
- Peer Guidance and Group Discussions
- Learning on the Job

Capacity building programme for middle level management are more likely to focus on issues related to project management such as contract management, specialist interest areas, communications and associated professional areas. In a similar way, the junior level capacity programme is likely to concentrate on technical issues, specialist interest areas, information technology, self-development and possibly higher level formal education.

It is important that a large variety of training materials are required for a wide range of capacity development programmes/training activities. A list of potential types of capacity development programme is presented in Figure 2 and potential means of delivery in Figure 3.

5 ASSESSING CAPACITY BUILDING NEEDS – DISTRICT LEVEL

Based on the above we have used a Task Series Approach, based on the known functions and responsibilities of local GON agencies in the LRN sector to assess the capacity needs of the DDC and DTO staff. Using this approach has three clear advantages: First, it clearly describes the steps involved in every stage of a particular task. Secondly, this approach allows us to assess the capacity constraints in terms of numbers of staff required in the management/organisation. Finally, this approach can be used to assess the capability within the department/office and identify the type of formal and informal training required for removing the capacity constraint.

As different level of professional staff and personnel and organisations are involved in road maintenance works, a variety of capacity building initiatives differing on the nature, types and intensity are needed. On-the-job training, demonstration training, in-house training on training design and delivery of training, development and practice of system and procedures, exposure visits, workshops and monitoring visits can form components of capacity building initiatives.

The involved organisations need physical and financial resources to implement the newly gained skills and knowledge into practice. It is therefore, likely that some equipment support will be required so that the works can be completed.

6 METHODOLOGY ADOPTED

Capacity assessment was done in the first phase for DDC and DTO in three districts viz., Jhapa, Morang and Sankhuwasabha in December 2011. Later in January, similar assessment was done for Sindhupalchowk, Dadeldhura and Dailekh districts. The assessment primarily focussed on DTO's technical and managerial capacity to manage technical works, in particular roads maintenance management.

The assessment process was done in two steps.

Step 1: Assessment focussed at the office of DDC. In DDC the primary focus of assessment was the planning, management, information collection, management and dissemination, reporting and monitoring systems. Discussion was held individually and in groups with the LDOs, programme and administration officer, account officer, staff associated with information management and some DDC technical staff.

Step 2: A detailed assessment was done for DTO as it is responsible for all technical works of RTI SWAp. Assessment was done at individual level with the DTO Chief and collectively with the sub-engineers and assistant sub-engineers. The assessment process covered the whole range of responsibilities of the different level of DTO staff and the activities carried out by them. In particular, the assessment covered:

- Capacity that is required to perform the mandated tasks
- Capacity that already exists (partially and fully)
- Capacity that is lacking to perform the mandated tasks

A set of checklists, which sought information on various areas for instance, number of staff (provision and availability), experience, qualification, tasks to be done, skill required to perform a particular job, skill upgrading opportunities, areas of support needed, among others, were used during discussions and interviews.

Results of the assessment were analysed for development of the capacity building plan at the district level. Tasks to be performed by the technical and other staff in the DDC/DTO are the bases of analysing the results and developing the capacity building plan. While analysing the results the tasks are ranked (given different colours) in order of the level of competency. Thus, tasks having lower levels of competency but high in importance have received higher priority in the capacity plan.

identifies capacity needs separately for different level of staff for instance, management, senior technical staff (engineers), junior technical staff (sub-engineers and assistant sub-engineers) and information management.

7 RESULTS OF THE LOCAL LEVEL CAPACITY ASSESSMENT

Capacity building varies depending upon the organisational level, type of tasks, and professional level. It should also take into view the geographical location of the districts. The size of works and the technical capacity of the DTO vary between the Terai and Hill districts. Terai districts handle a larger size of infrastructure and road related activities and in general, have a larger pool of technical staff. For instance, in Morang DTO, there are 5 engineers and 8 sub-engineers and in Jhapa there are 6 engineers (including 3

promoted engineers) and 2 sub-engineers whereas there are one engineer and 5 sub-engineers in Sankhuwasabha district. In Morang and Jhapa and Sindhupalchowk, the DTO Chief enjoys the benefit of dividing the responsibilities among the engineers whereas in Sankhuwasabha and Dailekh, the DTO Chief, being the only engineer should shoulder the burden of technical and managerial responsibilities of the DTO. In most of the Hill districts, technical staffs are over-stretched as a small number of them have to manage large number of projects in the district. Conventionally, more qualified technical manpower prefer to work in urban and Terai districts and thus the technical staff in the DDC/DTO in Hill districts are of inferior quality and need more capacity support.. Similarly, training given to DTO/DDC staff will differ to that given to the DDC member. It also varies by nature of job – management, technical and support level job. At the district level, capacity building needs are found to be largely of similar nature.

7.1 Organisation/Management

DDC and DTO have some capacity to manage their organisations and related activities. For instance these organisations have been preparing annual plans, collecting information required for plan preparation and monitoring, undertaking performance appraisal, albeit in a less perfect manner, try to resolve any disputes that may arise within the organisation and with the stakeholders in course of work performance.

However, it is found that the DDC/DTO's existing capacity are quite inadequate in the area of developing precise indicators required for planning, quality assurance (management), risk management, managing health and safety of their staff and office, and dealing with the issues of human resources management. Some senior staff get opportunity for training and visits, which are not always related to their tasks, but junior staff rarely get skill enhancing training and incentives in the district. Similarly, these organisations being on the forefront of dealing with the public for various activities, its staff need to develop a proper public relations skill.

7.2 Financial management:

This includes accounts and audits and is a very important department in the DDC. Although the staffs in the Financial Administration section have been managing accounts and audit related activities, they have not been able to handle computerised accounting system and report preparation. It is learnt that the Ministry of Local Development has provided the computerised accounting package to all districts, but only a handful of districts use the system and the rest are unable to take benefit of the software package and hence rely on manual accounting methods. In addition, financial data have not been adequate, data discrepancy exist between books and reports reporting problems exist due to format and data presentation inconsistency on year to year basis. Staff related to the account and internal audit section opined during the TNA that if they were trained to handle the software package, data management, reporting methods, it would increase the efficiency of their work and could prepare and submit reports on a timely manner.

7.3 Technical Areas

Technical areas broadly comprised of project appraisal and planning, implementation and contract management. Each of these task areas consists of series of tasks and sub-tasks. The major capacity deficiency areas that were found during the TNA is described below.

- l) **Project Appraisal/planning:** A series of task steps such as project planning, feasibility study, survey and design, detailed project survey and design, preparation of implementation plan, environmental and socio-economic appraisal fall under this area. The DDC/DTO technical staff have been doing almost all of

these tasks whenever needed. However the skill and knowledge of the technical staff is found inadequate mainly in the areas of environmental and socio-economic appraisal, arranging condition survey and data collection, and prioritisation and design of road maintenance and other infrastructures.

- ii) **Project Implementation:** Implementation includes tasks primarily related procurement – goods procurement, service procurement and works procurement. Each of these tasks is further divided into sub-tasks. The DDC/DTO technical staff found performing these tasks reasonably well. However, they were not conversant with the e-procurement process. In addition, they needed some skill upgrading training in the areas of contract award procedures, publishing Expression of Interest (EoI) and tender evaluation.

In recent years, work implementation through Users Committee/Groups has increasingly been practiced in implementation of infrastructure projects. RTI SWAp activities are also expected to follow this trend. The process of engaging users committees in road maintenance involves holding public meetings, selection of user committees/groups through public meetings, preparation of implementation arrangements, orientation, supervision and public audit. The technical staff, in particular the junior staff who have to supervise the user groups work are not very familiar with the process of public engagement and selection of user committees. The technical staff, therefore need a short duration training/orientation in managing implementation works through Users Committees.

- iii) **Contract Management:** Contract administration Quality assurance and fund management. Each of these main task has several sub-task steps for instance, contract administration consists of site supervision, site report preparation, site measurement, bill preparation, variation order (VO) preparation, whereas Quality assurance consists of quality management plan, laboratory testing, specification confirmation, and fund management consists of financial progress review, report preparation etc. The technical staff somehow manage the contracts. However, some of the tasks are done in a poor quality as they don't possess sufficient skill/or knowledge required for the job. The tasks areas they need intensive training/support are site report preparation, VO preparation and evaluation and approval of extension of time, development of quality management plan and procedures and laboratory testing and approval. In addition there is need to upgrade their capacity in site measurement procedures and preparation of trimester and annual reports since the reports are usually do not conform to the set standard.

The result of the assessment is present below graphically, in Figure 4 where the tasks shaded in green indicate existence of full capacity for the particular tasks, tasks shaded in represent existence of 'partial' capacity and tasks shaded in red represents existence of 'severe' capacity constraints.

Figure 4: Task series results for district Level Training Needs Assessment

DDC/DTO: Major Tasks/Activities for infrastructure Maintenance/Developer



8 ASSESSING CAPACITY BUILDING NEEDS – CENTRAL LEVEL

The LRN Study stressed on the need for updating current government policies on technical standards, specifications and norms. Furthermore, the study emphasised that the local roads development activities should be based on District Transport Master Plan (DTMP), whereas the repair programme should strictly follow the Annual Repair and Maintenance Programme (ARMP). It further stressed that the DTMP and ARMP need to be revised and simplified and ARMP should be directly linked with DTMP. DOLIDAR is the organisation to lead these processes and institutionalise the outcome.

Since RTI Maintenance Pilot is working towards a harmonised financial and technical system in the local roads sector, it is pertinent and timely to carry out activities related to audits. So, it plans to conduct financial audits of activities implemented through DFID funds by employing short term internal, independent external and private sector auditors. The audit initiative would look into the extent to which the rules, regulations, system and procedures have been followed while making financial decisions. It will also try to find out the financial probity on the part of the responsible officials.

The results of the LRN Study were finalised in April 2012 and cover the period 2012 to 2014. At present the RTI Pilot is due to finish in March 2013 and only those recommendations listed as being for 2012-13 have been selected for support by the Pilot. These are presented below in Figure 5

**Figure 5: Central Support Plan for DOLIDAR - 2012-13
(based on 2012 LRN study)**

| 1. Road Classification and inventory | | | |
|--------------------------------------|---|-------------------|--|
| Action | | Timeframe | Responsible |
| LRN | Limit the length of roads to be transferred to the DDCs to important roads in the district by adjusting the classification. Ensure the increase in district road length is supported by the transfer of resources to DDCs from central government and VDCs (block grant). Avoid that non-engineered roads built by VDCs become the responsibility of DDCs. | FY 2012-13 | DOLIDAR DDCs VDCs MLD |
| | Simplify the road inventory and condition survey, restricting data needs to the bare minimum. Use a separate table for the maintenance planning. Both should be submitted to RBN and DOLIDAR on a yearly basis, and DOLIDAR should prepare a consolidated road inventory and condition survey on an annual basis. Make the annual road inventory and condition survey compulsory input for ARMP and DTMP and a requirement for receiving funding from conditional grants. | FY 2012-13 | DOLIDAR RBN |
| 2. Institutional framework | | | |
| Action | | Timeframe | Responsible |
| LRN | Enforce existing regulations regarding the hiring of contractors or the use of equipment by user committees, repeating these in the agreements with the committees and ensuring proper monitoring by DDCs with support from DOLIDAR. Develop payment rates for the use of equipment in line with existing DOR norms. | FY 2012-13 | DDC DOLIDAR |

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| | Clarify the status of the DTO with respect to the DDC and LDO. Make DTO responsible for management of the budget approved by the DDC in the annual work plan, with the DDC monitoring compliance with the plan. | FY 2012-13 | MLD DOLIDAR DDCs |
| 4. Planning and prioritisation | | | |
| | Action | Timeframe | Responsible |
| LRN | Update the LID SAP, discouraging further new construction and promoting maintenance. Reflect targets for maintenance funding in the DTMP and ARMP guidelines, and approval of these documents should assess target compliance. Allocation of funds in practice should be monitored. Promote upgrading and rehabilitation of existing roads over new construction. | FY 2012-13 | DOLIDAR |
| | Make the planning according to set criteria and the adherence to plans compulsory for all funding received from central government. Ensure compliance through proper monitoring. Focus investments on priority roads. | FY 2012-13 | MLD DOLIDAR DDCs |
| 5. Road surfacing | | | |
| | Action | Timeframe | Responsible |
| LRN | Revise the road surface classification standards and technical specifications to include concrete and stone/block paving. This is best done through an amendment of the <i>Rural Road Standards</i> . This updated classification should also be reflected in the road inventory and condition survey forms, as well as other documents, to avoid ambiguity. | FY 2012-13 | DOLIDAR |
| | Update rural road surface data using available data from DTMPs and ARMPs (especially the road status table) submitted to DOLIDAR and RBN. In the longer run this data should be obtained from the annual road condition surveys being promoted by the SWAp programme. This data should be consolidated and disseminated, making DDCs responsible for verification. | FY 2012-13 | DOLIDAR RBN DDC |
| | Collect and analyse data from existing trials and experiences, focusing on life cycle costs and suitability. This should be complemented by surfacing trials to be carried out in different ecological zones, looking at promising alternatives. | FY 2012-13 (data collection) FY 2015-16 (trials) | DOLIDAR RBN Projects |
| 6. Road maintenance | | | |
| | Action | Timeframe | Responsible |
| LRN | Review the DTMP Guidelines, limiting its scope to construction/upgrading and the allocation of maintenance funding, reducing data collection requirements, adjusting ranking criteria and simplifying reporting procedures. Link the DTMPs with national strategies for rural roads. | FY 2012-13 | DOLIDAR MLD |
| | Prepare ARMP guidelines, using a simple structure based on the current road status report. Link ARMPs directly to DTMPs. Make annual road condition surveys and an overview of maintenance needs a requirement, providing guidance for the assessment of maintenance needs and costs. Make ARMPs a requirement for different funding sources to stimulate their use. | FY 2012-13 | DOLIDAR MLD RBN |

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| | Strictly enforce regulations prohibiting subcontracting and equipment use by LRUCs, including them in all agreements with LRUCs. Review guidelines regarding the involvement of LRUCs. Apply penalties to LRUCs that do not comply with these regulations. Develop equipment norms to discourage misuse of LRUCs. | FY 2012-13 | DOLIDAR DDCs |
| 7. Bridge management | | | |
| | Action | Timeframe | Responsible |
| LRN | Review the draft bridge selection and prioritization criteria agreed by DOLIDAR and LRBSU. Arrange consultations at regional and national level to develop a final version. Endorse final selection and prioritisation criteria and ensure compliance. | FY 2012-13 | DOLIDAR LRBSU |
| | Establish proper design procedures and ensure that these are followed. | FY 2012-13 | DOLIDAR LRBSU |
| 8. Construction technology | | | |
| | Action | Timeframe | Responsible |
| LRN | Relax government policies to allow the use of equipment where this can be justified. Develop and implement work norms and technical standards for equipment use. | FY 2012-13 | MLD DOLIDAR |
| | Ensure strict enforcement of the LBFAR which prohibits subcontracting and equipment use by user committees. Amend the LBFAR and other relevant legislation to clearly define the procedures to be used where labour is to be complemented by equipment for certain activities. | FY 2012-13 | MLD DOLIDAR |
| | Develop directives regarding minimum levels of engineering required for road development projects (these should include appropriate procedures to minimise environmental impact). Strictly enforce abidance with these directives. | FY 2012-13 | MLD DOLIDAR |
| | Update the LEP approach to incorporate the use of equipment, creating a labour-based, equipment supported (LBES) approach. This approach should include appropriate work norms and technical standards for labour and equipment, but should also include suitable implementation modalities forming a middle ground between public fund transfers to user committees and public procurement of contractors. | FY 2012-13 | MLD DOLIDAR Road projects |
| | Promote the contracting of lengthworkers or maintenance teams in rural roads, developing appropriate systems that are in line with existing resources, capacities and road conditions. | FY 2012-13 | DOLIDAR MLD RBN |
| 9. Outsourcing | | | |
| | Action | Timeframe | Responsible |

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| LRN | Make the preparation of road (condition) inventories, DTMPs and ARMPs a requirement for a wider range of funding to stimulate their use. Promote outsourcing the preparation of these documents, simplifying their nature to allow for greater involvement and ownership of the DDC and APM. | FY2012-13 | DOLIDAR MLD DDCs |
| | Enforce existing regulations regarding the involvement of user committees, carrying out a greater portion of projects through tendering and creating a greater market for local contractors. Develop proper payment rates for the use of equipment. | FY 2012-13 | DOLIDAR MLD DDCs |
| 10. Road construction industry | | | |
| Action | | Timeframe | Responsible |
| LRN + SRN | Carry out a detailed study to identify the type of human resources that are required, both now and in the future, and promote the relevant vocational training and higher education courses. | FY 2012-13 | FCAN SCAEF SECON IOE CTEVT DOR DOLIDAR |
| | Enforce proper application of the user committee modality. Involve contractors where equipment or technical skills are required. | FY 2012-13 | DDCs DOLIDAR |
| 11. Road safety | | | |
| Action | | Timeframe | Responsible |
| LRN | Regularly carry out a detailed analysis of accident data to determine the types and causes of accidents in rural roads with the aim of developing targeted solutions to the most common types of accidents and identifying possible black spots. | FY 2012-13 | DOLIDAR DDC NTP/DPO |
| | Require all new generation LRN projects (new construction, rehabilitation, upgrading) to include specific provisions for road safety in their planning and design parameters, based on standards and norms to be developed by DOLIDAR. | FY 2012-13 | MLD/DOLIDAR SWAp Pilot Donor projects |
| | Include a road safety assessment in the annual road condition surveys being developed by the SWAp pilot programme. For this purpose, DOLIDAR should prepare a Road Safety Audit Manual. Annual Road Maintenance Plans should include specific provisions to improve road safety based on the results of the safety assessments, as a basic requirement for the use of SWAp funding. | FY 2012-13 | MLD/DOLIDAR AR DDCs SWAp Pilot |
| 12. Safeguards | | | |
| Action | | Timeframe | Responsible |
| LRN | Strengthen the environment Sections of MLD and DOLIDAR with sufficient resources and experienced staff, appointing subject-matter specialists. Outsource certain activities (e.g. monitoring) to the private sector as a means of increasing capacity. | FY 2012-13 | MLD DOLIDAR |

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| | Ensure proper design and technical supervision of rural road projects, including the incorporation of environmental safeguards. Avoid the proliferation of non-engineered roads by enforcing regulations regarding the use of equipment in projects executed by user committees and ensuring earth works are complemented by slope stabilisation and drainage works. | FY 2012-13 (user committees) FY 2014-15 (design and supervision) | MLD DOLIDAR DDCs |
| | Strengthen cadastral mapping of road projects and develop effective deed transfer procedures. i. | FY 2012-13 | MLRM DOLIDAR DDCs |
| 13. Monitoring and evaluation | | | |
| | Action | Timeframe | Responsible |
| LRN | 1 . Revise sector indicators in NPC and MLD documents to include the LRN. | FY 2012-13 | NPC MLD DOLIDAR |
| | 2 . Define LRN outcome and impact level indicators and targets in terms of accessibility and transport services as well as LRN inventory and condition targets. | FY 2012-13 | MLD DOLIDAR Donors |
| | 3 . Develop M&E guidelines for the LRN within DOLIDAR and MLD. These are currently being prepared by MLD, but need to be completed and incorporate specific recommendations for LRN M&E. | FY 2012-13 | DOLIDAR MLD |
| | 4 . Revise DTMP guidelines to include M&E, with a common set of results-based indicators for setting and monitoring LRN and wider development targets and objectives expressed through accessibility, transport service provision, etc. | FY 2012-13 | DOLIDAR MLD SWAp Pilot DDCs |
| 14. Governance | | | |
| | Action | Timeframe | Responsible |
| LRN | Establish political leadership in the local bodies through local elections. Given that this is quite unlikely to happen in the near future under the current political context, an interim mechanism should be put in place in line with the <i>Interim Constitution</i> and the directive of the CIAA, ensuring representation of political parties, but at the same time guaranteeing sufficient responsibility and accountability. | FY 2012-13 (interim mechanism) FY 2013-14 (local elections) | MLD DDCs GON |
| | Abide with the CIAA directive to ensure that user committee members consist of actual individual users rather than political representatives. Avoid abuse of the user committee system by ensuring that works are not subcontracted and that equipment is not used. Ensure proper quality assessment and social accountability (audits, public hearings) before payments are made. | FY 2012-13 | MLD DDCs |

| | | | |
|---|--|--|---|
| | Undertake an institutional assessment of MLD, DOLIDAR, DTO and DDC to ascertain proper positioning of the DTO. The assessment should also look at the level and appropriateness of technical services currently provided by DDC/DTO for the LRN. Balance the technical capacity of the DDC/DTO with the workload by focusing on fewer priority projects and/or increasing human resources (including outsourcing). | FY 2012-13 | MLD DOLIDAR DDCs |
| 15. Legislative and policy framework | | | |
| Action | | Timeframe | Responsible |
| LRN | Amend the <i>Public Roads Act</i> to include the classification of all roads, adjusting the definition of district roads to exclude internal VDC roads, and defining a village roads class. The same document should also define the ownership and responsibility of these roads. | FY 2012-13 | MLD/DOLIDAR MPPW/DOR GON |
| | Simplify and harmonise DTMP and ARMP preparation procedures and report structures, making them less costly to produce. Clarify the link between DTMPs and ARMPs in the respective guidelines. Make ARMPs a requirement for different sources of maintenance funding, ultimately channelling all maintenance funding through RBN. Create a separate LRN budget within RBN. | FY 2012-13 | MLD/DOLIDAR DDCs RBN |
| | Enforce existing legislation regarding the membership of DTICC/LRUC, the activities they may carry out and the procedures they should follow in doing so. Review and amend the DTICC/LRUC guidelines. Strengthen DOLIDAR's monitoring capacity and its ability to recommend effective penalties. | FY 2012-13 | DOLIDAR MLD DDCs |
| | Adjust the SAP to the current context, putting greater emphasis on maintenance and rehabilitation/upgrading and using targets that are appropriate to the LRN. Ensure targets are met by repeating them in DTMP and ARMP guidelines. | FY 2012-13 (in time for use in next FY) | DOLIDAR RBN MLD |
| | Introduce the labour-based equipment-supported concept, applying a more appropriate mix of labour and equipment. Develop equipment norms in line with existing DOR norms to be applied in this concept. Ensure existing labour-based norms are appropriate and harmonised. Review existing rural road standards. | FY2012-13 | DOLIDAR DOR |
| | Develop a specific rural road policy (or local transport policy) document, taking into account aspects of road classification, institutional responsibilities, funding sources, investment prioritisation, planning, and implementation modalities. | FY 2012-13 | DOLIDAR MLD |

9 CAPACITY BUILDING PLAN

The capacity building plan presented below is the response to the results of the capacity assessment discussed in Section 4 above. While scheduling training/support activities, priorities will be received by those activities which require urgent capacity measures, i.e., shaded in red followed by activities shaded in yellow. While doing so, sufficient attention

is given to the importance and urgency of the tasks for fulfilling the management responsibilities.

Tables 5.1 and 5.2 below present the capacity support plan for the district and central level.

10 DISTRICT CAPACITY DEVELOPMENT PLAN

(MF CODE 4.1)

| Staff Level | Capacity Needs | CD Tools/Instruments | Time Schedule | Expected Output | Indicators of Success | Location | Remarks |
|-------------------------------|--|--------------------------|---------------|---|---|------------|---|
| Senior Officials of DDC/DTO | | | | | | | |
| 1. Management related (4.1.1) | 1.1 Developing organisational and programme plan (4.1.1.1) | Training by consultants | Nov-12 | Annual plans prepared | Plans prepared using standard process | Centre/KTM | It includes Org. Plan, HR Magt. And Performance Apprsl. |
| | a. Continual improvement matrix | Orientation by RTI Staff | Feb-12 | Use of CIM in monitoring status | District moving upward in matrix | District | Done |
| | b. Human Resource management | Support by consultant | Aug-12 | HR plan in place | HR process follows the plan | Centre | Included in Org. Planning |
| | c. performance appraisal | Training by consultants | Aug-12 | Performance appraisal system in place and practiced | Appraisal done using the system in a timely manner | Centre | Included in Org. Planning |
| (4.1.1.2) | 1.2 Financial Management/reporting | Training by consultants | Sep-12 | Financial management capacity increased | Accounts are kept as per regulations and in fully transparent way | Kathmandu | |
| (4.1.1.3) | 1.3 Road safety | Training by consultants | October-12 | Capable to deal with safety | Required safety measures incorporated in DPR and receive priority during implementation | Centre | |
| (4.1.1.4) | 1.4 Quality Management | Training | October-12 | | | Centre | |
| (4.1.1.5) | 1.5 Negotiation skills | Training | | | | Centre | |
| (4.1.1.1.6) | 1.6 Risk/ Dispute resolution mechanism | Training | Aug-12 | Skill to handle risk/dispute | Risk/disputes resolved more | Centre | |

| Staff Level | Capacity Needs | CD Tools/Instruments | Time Schedule | Expected Output | Indicators of Success | Location | Remarks |
|------------------|---|-------------------------------|---------------------------|--|--|-----------------|--|
| | | | | increased | amicably | | |
| (4.1.1.7) | 1.7 Monitoring and evaluation techniques | Process training | Sept 12, Dec 12, Jan 2013 | A fully functional M&E in place | More accurate M&E reports | Centre/District | M&E and Information Management. |
| | a. Information management | Training | September 2012 | | | Centre | Included in M&E |
| (4.1.1.8) | 1.8 Developing training plans and courses | Training | Sep-12 | | | Centre | |
| (4.1.1.9) | 1.9 Coordination and public relations | Orientation | | | | District | |
| (4.1.1.10) | 1.10 Public audit | Orientation/Learning by Doing | July 2012 | | Transparency and accountability in fund use improved | District | |
| | | | | | | | |
| 4.1.2. Technical | 2.1 Environmental Appraisal (EIA/IEE) (4.1.2.1) | Training | | | | Centre | |
| (4.1.2.2) | 2.2 Maintenance Management | Orientation | Oct 2011, Jan 2013 | | | Centre | |
| (4.1.2.3) | 2.3 Procurement/E-procurement | Training by consultant | Feb-13 | DTO officials capable of handling procurement procedures | e-procurement operationalised | Centre | |
| (4.1.2.4) | 2.4 Contract administration & management | Training | Feb-13 | handle independently | | Centre | Procurement and Technical quality included |
| (4.1.2.5) | 2.5 Technical quality management | Training | Feb-13 | Able to apply quality assurance techniques | | Centre | |
| (4.1.2.6) | 2.6 Users committee orientation | Orientation | Feb/March 2012 | Knowledge on various aspects of UC's | | District | |
| (4.1.2.7) | 2.7 Use of road design software | Training | Sep-12 | Able to use computer-based design techniques | | Centre | |
| (4.1.2.8) | 2.8 Bio-engineering training | OJT | August/September- | Improve knowledge | | Centre | |

| Staff Level | Capacity Needs | CD Tools/Instruments | Time Schedule | Expected Output | Indicators of Success | Location | Remarks |
|--|--|----------------------|---------------------------------------|--|---|-------------------|---|
| | | | 12 | on importance of bio-engineering | | | |
| 4.1.3. Sub-Engineers and Assistant Sub-Engineers | 3.1 Knowledge on Environmental issues (4.1.3.1) | Orientation | May/June-12 | Knowledge on methods of appraisal | | District | |
| (4.1.3.2) | 3.2 Maintenance condition survey | OJT | Nov 2011-Dec 2011 | hands on knowlegde | | District | |
| (4.1.3.3) | 3.3 Implementation of maintenance activities | OJT and orientation | June/July/December 2012 Jan/Feb-13 | | | District | Includes Environment, contract administration, Maintenance , quality , E Procurement & public audit |
| (4.1.3.4) | 3.4 Contract administration/management | Training | Dec-12 | | | Regional | |
| (4.1.3.5) | 3.5 Quality control | Training | Dec-12 | | | Regional | |
| (4.1.3.6) | 3.6 Using GPS and GIS tools | Training | | Skill obtain in using GPS and GIS | | District | |
| Same as above | 3.6 Use of road design software | Training | | | | | includes GPS |
| (4.1.3.7) | 3.7 Bio-engineering | Orientation/OJT | May-12 | Able to implement activities | Bio-engineering applied in appropriate road sides | Regional/district | |
| (4.1.3.8) | 3.8 E-procurement | Orientation | Jan-13 | Capable of using using e-procurement methods | | Regional | |
| (4.1.3.9) | 3.9 Technical report preparation | Training | Aug-12 | | | District | |
| (4.1.3.10) | 3.10 Negotiation, facilitation and presentation techniques | Orientation | Sep-12 | | | Regional | |
| (4.1.3.11) | 3.11 Handling users | Orientation | Feb/March 2012 | Knowledge on | | District | |

| Staff Level | Capacity Needs | CD Tools/Instruments | Time Schedule | Expected Output | Indicators of Success | Location | Remarks |
|---------------------------------------|--|----------------------------|----------------------|---|-----------------------|-------------------|--|
| | committee | | | managing user committees | | | |
| (4.1.3.12) | 3.12 Public audit | Orientation | Feb /July 2012 | Obtain knowledge on need for and performing the audit | | District | |
| | 3.13 Knowledge Building | Exposure visits | | | | District | |
| 4.1.4. DDC/DTO Junior Staff | 4.1 Computer training (4.1.4.1) | Training | Sep-12 | Capable of using computer in design and information compilation | | Regional/District | |
| (4.1.4.2) | 4.2 Information collection and management | Training | Dec 2011/Nov 2012 | Skill obtained for information management | | Regional | include report writing |
| (4.1.4.3) | 4.3 Report writing | learning by Doing Training | Jun-12 | Able to prepare standard reports | | District | |
| 4.1.5. Private contractors | 5.1 Maintenance practices (4.1.5.1) | Orientation | June- 12 | | | District | includes e-bidding ,quality ,contract administration |
| (4.1.5.2) | 5.2 E-bidding | Orientation | June -12 | | | District | |
| (4.1.5.3) | 5.3 Quality control | Training | May-12 | Knowledge obtained on quality management | | Regional | |
| (4.1.5.4) | 5.4 Contract administration | Training | May-12 | Able to administer contracts | | Regional | |
| Other CD Activities | | | | | | | |
| 4.1.6. Politicians and social workers | 6.1 Awareness raising on Importance of maintenance S (4.1.6.1) | Orientation | Sept 2011/March 2012 | Support maintenance activities | | District | |
| (4.1.6.2) | 6.2 Planning process | Orientation | | | | District | |
| (4.1.6.3) | 6.3 User/maintenance committee management | Orientation | Mar-12 | Able to manage the user committees as per the contract | | District | |

| Staff Level | Capacity Needs | CD Tools/Instruments | Time Schedule | Expected Output | Indicators of Success | Location | Remarks |
|-------------------------|--|----------------------|-------------------|---|---|----------|---------|
| (4.1.6.4) | 6.4 Orientation to Users/maintenance committee | Orientation | Jan/February 2012 | Understanding of roles and responsibilities | | District | |
| | | | | | | | |
| 4.1.7. Logistic support | 7.1 Computers/ printers, multi media (4.1.7.1) | Provision | 2011/12 | DDC/DTO's functional capacity on MIS increased | Information/reports prepared and kept in an orderly manner | District | |
| (4.1.7.2) | 7.2 Mobility facilities | Provision | 2011/12 | Improved DTO mobility to monitor/supervise maintenance work | frequency of field trips increased and better quality information collected | District | |
| Grand Total | | | | | | | |

11 CENTRAL CAPACITY DEVELOPMENT PLAN

MF Code: 4.2

| S.No. | Heading | Sub Heading | Components supported by RTI Sector Maintenance Pilot | Activities | Target Groups | Location | Time | Responsibility | Remark |
|-------|-------------|-------------|--|--|---------------|----------------------------------|---------------|----------------|--------|
| 4.2.1 | RTI Funding | 4.2.1.1 | Conduct a Financial Harmonisation study | 1.Prepare a road map 2. Prepare a FRA report | Donors/Go N | Kathmandu/ RTI Pilot District | Mar-12 | CTA | |
| | | 4.2.1.2 | Conduct an internal financial audit in selected RTI Pilot district | Carry out financial audit of the RTI maintenance works in the sampled districts and submit a report to TL | Districts | Pilot districts | May-12 | CTA | |
| | | 4.2.1.3 | Conduct first external financial audit | 1. Carry out financial audit of the RTI maintenance works done through DFID funds 2. Ascertain whether the financial procedures, norms, principles are followed | Districts | Pilot districts | May-June 2012 | CTA | |
| | | 4.2.1.4 | Post external audit by private sector auditor | 1. Carry out financial audit of the RTI maintenance works done through DFID funds 2. Ascertain whether the financial procedures, norms, principles are followed | Districts | Pilot districts | Jun-12 | CTA | KPMG |

| S.No. | Heading | Sub Heading | Components supported by RTI Sector Maintenance Pilot | Activities | Target Groups | Location | Time | Responsibility | Remark |
|-------|--------------------------------|-------------|---|--|---------------------------|-----------------------|-----------|---------------------------------------|--------|
| 4.2.2 | Technical/ Asset Management | 4.2.2.1 | Support DOLIDAR to revise/update road classification, standards, specification and norms for LRN development | 1. Provide a technical support to DOLIDAR/RTI SWAp section to review and revise existing standards, specification and norms 2. Coordinate and interact with other infrastructure projects and share their experiences and practices | DDC/DTO Technical staff | KTM | 2012/13 | CTA/ DOLIDAR | |
| | | 4.2.2.2 | Providing additional technical assistance and support to simplify and institutionalise inventory and condition survey of the existing roads | 1. Support SWAp section/M&E to systematise inventory and condition survey 2. Ensure DOLIDAR issues instruction to districts to use the format | DTO/Technical staff/LRM C | KTM | 2012/2013 | CTA/ DOLIDAR SWAp Unit, DOLIDAR | |
| | | 4.2.2.3 | Capacity Development of DOLIDAR (M&E Section, RTI SWAp Section) | 1. Assess M&E needs, find out gaps 2. Provide support (training, materials) to fill gaps | DDC/DTO staff | DOLIDAR/ Kathmandu | Jul-05 | CTA | |
| | | 4.2.2.4 | Simplify, revise and adjust DTMP guidelines | 1. Get DOLIDAR approval to simplify DTMP 2. Prepare a simplified version and disseminate for wider application | DOLIDAR /DDC | Kathmandu /Districts | 2012/13 | | |
| | | 4.2.2.5 | Prepare and test a road safety guidelines | 1. Review safety guidelines existed elsewhere 2. Prepare a practical guidelines | DOLIDAR | | 2012/13 | | |

| S.No. | Heading | Sub Heading | Components supported by RTI Sector Maintenance Pilot | Activities | Target Groups | Location | Time | Responsibility | Remark |
|-------|--------------------------|-------------|---|---|-----------------------------------|------------|---------|----------------|--------|
| 4.2.3 | Planning | 4.2.3.1 | Assistance towards to establish systematic maintenance system in DOLIDAR | 1. Hold discussion with DOLIDAR to establish a separate maintenance unit 2. Provide necessary support required to this unit | DOLIDAR | Kathmandu/ | 2012 | | |
| | | 4.2.3.2 | Support DOLIDAR to promote evidence based decision making system | | DOLIDAR | Kathmandu | 2012 | | |
| | | 4.2.3.3 | Roll out Workshop of Pilot lessons to post 2013 new generation of projects | 1. Organise a workshop involving relevant stakeholders | DDC, DTO, DOLIDAR, MLD, RTI Pilot | Kathmandu | Oct-12 | | |
| | | 4.2.3.4 | Quality Management System and Participatory M&E | 1. 5 day in-country training by international expert | DDC, DTO, DOLIDAR, MLD, RTI Pilot | Kathmandu | Sep-12 | | |
| 4.2.4 | Policy and Institutional | 4.2.4.1 | Support DOLIDAR to develop new vision for LRN sector development | 1. Share information and experiences 2. Prepare a new vision 3. Share with MLD/NPC 4. Finalise the vision document | GoN/Donors | | 2011/12 | | |
| | | 4.2.4.2 | Simplify and harmonise DTMP and ARMP preparation procedures and report structures | 1. Review DTMP guidelines-limit scope to construction, reduce data collection requirements 2. Prepare ARMP guidelines, using a simple structure 3. Link ARMP directly to DTMP | GoN/Donors | | 2012 | | |

| S.No. | Heading | Sub Heading | Components supported by RTI Sector Maintenance Pilot | Activities | Target Groups | Location | Time | Responsibility | Remark |
|--------------------|----------------------|-------------|---|--|----------------------------|----------|---------|----------------|--------|
| 4.2.5 | Social and Political | 4.2.5.1 | Awareness raising regarding rural road maintenance and asset management | 1. Organise workshop involving policy makers, politicians, implementers to inform them on importance of asset management | Central level stakeholders | | 2011/12 | | |
| Grand Total | | | | | | | | | |

Annex1: List Of DDC and DTO Staff

**Annex 1.1
List of Dadeldhura DDC Staff**

| S.No. | Name | Designation | Appoint for | Remark |
|--|--------------------------|--|-------------|---------------------------------------|
| <u>Office of District Development Committee</u> | | | | |
| 1 | Hari Prasad Dahal | LDO | DDC | |
| 2 | Yuba Raj Aryal | Admin/Planning Officer | DDC | |
| 3 | Yagya Raj Bhatta | Program Officer | DDC | Social Sector Chief |
| 4 | Krishna Dev Joshi | Program Officer | DDC | Information Unit Chief |
| 5 | Dilli Raj Joshi | Program Officer | DDC | Promoted Officer for Planning Section |
| 6 | Ram Prasad Dahal | Accountant, Non Gazetted First Class | DDC | |
| 7 | Hari Pathak | Store, Non Gazetted 2nd Class | | |
| 8 | Jit Raj Upreti | Internal Audit Section, Non Gazetted First Class | DDC | |
| 9 | Tirtha Raj Upreti | Account Facilitator, Beruzu | DDC | Contract Basis |
| 10 | Khagendra Panta | Computer Operator, Non Gazetted Second Class | DDC | |
| 11 | Karan Bhandari | Driver | DDC | |
| 12 | Ramesh Kadayat | Driver | DDC | |
| 13 | Office Assistance- 7 Nos | Office Assistants | DDC | |
| <u>District Technical Office</u> | | | | |
| 1 | Shyam Bahadur Khadka | Engineer | DTO | DTO Chief |
| 2 | Dharma Nanda Awasthi | Engineer | DTO | Promoted Engineer |
| 3 | Prem Kamal Joshi | Sub Engineer | DTO | |
| 4 | Pallawi Paneru | Sub Engineer | DTO | |
| 5 | Laxmi Datta Joshi | Sub Engineer | DDC | |
| 6 | Jaya Dharma Karki | Asistance Sub Engineer | DDC | |
| 7 | Dipak Ojha | Asistance Sub Engineer | DTO | |
| 8 | Shyam Prasad Bhatta | Asistance Sub Engineer | DDC | |
| 9 | Laxmi Kanta Chataut | Asistance Sub Engineer | DDC | |
| 10 | Tek Bhandari | Asistance Sub Engineer | DDC | |
| 11 | Dambar Bhatta | Asistance Sub Engineer | DDC | |
| 12 | Durga Datta Pandey | Water Supply Technician | DTO | |
| 13 | Bala Ram Bista | Water Supply Technician | DTO | |

| | | | | |
|----|-----------------------|--|-----|--|
| 14 | Dharma Raj Joshi | Water Supply Technician | DTO | |
| 15 | Lok Raj Pathak | Water Supply Technician | DDC | |
| 16 | Dilip Kumar Chaudhary | Water Supply Technician | DDC | |
| 17 | Krishna Prasad Bhatta | Accountant, Non Gazetted Second Class | DTO | |
| 18 | Kalawati Bhandari | Typist | DTO | |
| 19 | Bir Datta Jaisi | Office Asistance | DTO | |
| 20 | Bahadur Sing Mali | Office Asistance | DTO | |

Annex 1.2
List of Dailekh DDC Staff

| SN | Name of Participants | Designation | Organization |
|----|-----------------------|---------------------------|--------------|
| 1 | Ram Prasad Pandey | Local Development Officer | GoN/MoLD |
| 2 | Padam Bahadur sapkota | Program Officer | DDC |
| 3 | Samsher Bahadur Shahi | Program Officer | DDC |
| 4 | Resham Bahadur Malla | Accountant | GoN |
| 5 | Bhoj Raj Khanal | Na su./Administration | DDC |
| 6 | Khagendra Thapa | Na su./Planning | DDC |
| 7 | Bisnu Sharma | Na su./Store | DDC |
| 8 | Sunita Khand | Na su./Rajaswa | DDC |
| 9 | Khambira KC | Na su./Computer Operator | DDC |
| 10 | Chitra Khanal | Sub Accountant | |
| 11 | Dirga Thapa | Kharidar | DDC |
| 12 | Hari Bahadur Thapa | Kharidar | DDC |
| 13 | Hari Kumar Khatri | Mukhiya | DDC |
| 14 | Narendra Sharma | Karyalaya sahayak | DDC |
| 15 | Nabin Sharma | Karyalaya sahayak | DDC |
| 16 | Prem Khanal | Karyalaya sahayak | DDC |
| 17 | Khadga Bista | Karyalaya sahayak | DDC |
| 18 | Prem Gurung | Karyalaya sahayak | DDC |
| 19 | Bhakta Gurung | Karyalaya sahayak | DDC |
| 20 | Raj Bahadur Bhandari | Karyalaya sahayak | DDC |
| 21 | Khagi Bahadur Khatri | Karyalaya sahayak | DDC |
| 22 | Man Bahadur Tarami | Karyalaya sahayak | DDC |
| 23 | Dewal Singh | Karyalaya sahayak | DDC |

| | | | |
|----|------------------|-------------------|-----|
| 24 | Harihar Shrestha | Karyalaya sahayak | DDC |
| | | | |

DTO staff List

Dailekh

| SN | Name of Participants | Designation | Organization | Remarks |
|----|------------------------|--------------------|--------------|---------|
| 1 | Rabindra Kumar Sharma | District Engineer | DTO | GoN |
| 2 | Ajaya Kumar Yadav | Sub Engineer | DTO | GoN |
| 3 | Tek Bahadur Hitan | Sub Engineer | DTO | Gon |
| 4 | Sajaya Kumar Yadav | Sub Engineer | DTO | GoN |
| 7 | Ram Prasad Sharma | Sub Engineer | DTO | DDC |
| 8 | Hira Singh Thapa | Sub Engineer | DTO | DDC |
| 9 | Baldeep Khand | Sub Engineer | DTO | DDC |
| 10 | Dev Bahadur Nepali | Asst. Sub Engineer | DTO | DDC |
| 11 | Udaya Raj Sharma | Asst. Sub Engineer | DTO | DDC |
| 12 | Dasarath Rana | Accountant | DTO | DDC |
| 13 | Nawaraj Upadhyaya | Na Su. | DTO | DDC |
| 14 | Indra Kanta Chaudhary | Kha Pa sa. Te. | DTO | DDC |
| 15 | Janak Shahi | Kha Pa sa. Te. | DTO | DDC |
| 16 | Hasta Bahadur Bhandari | Kha Pa sa. Te. | DTO | DDC |
| 17 | Krishna Bahadur Khatri | Kha Pa sa. Te. | DTO | DDC |
| 18 | Karna Bahadur Malla | Kha Pa sa. Te. | DTO | DDC |
| 19 | Chandrakanta Koirala | Karyalaya Sahayak | DTO | DDC |
| 20 | Man Bahadur Bista | Karyalaya Sahayak | DTO | DDC |

Annex 1.3
List of Parbat DDC Staff

| S.N. | Name | Designation | Appoint for | Remarks |
|---|----------------------|---|-------------|---------------------------------|
| Office of District Development Committee | | | | |
| 1 | Narahari Baral | LDO | DDC | |
| 2 | Krishna P. Sapkota | Planning & Administrative Officer | DDC | |
| 3 | Tulsi Paudel | Programme Officer | DDC | Chief of GIS & Information Unit |
| 4 | Mitra Lal Sharma | Account Officer | DDC | 24 Gha Promoted |
| 5 | Dhaka Ram Lamichhane | Internal Auditor (Non-Gazetted first class) | DDC | |
| 6 | Devi Sharma | Subba (Non-Gazetted first class) | DDC | Planning Section |
| 7 | Dev Sharma Lamsal | Subba (Non-Gazetted first class) | DDC | Account Section |
| 8 | Devi P. Paudel | Subba (Non-Gazetted first class) | DDC | Revenue Section |
| 9 | Ammar Bdr. Rana | Kharidar (Non-Gazetted second class) | DDC | Planning Section |
| 10 | Ram B. Subedi | Assistant Accountant (Non-Gazetted 2nd class) | DDC | Store Section |
| 11 | Gopal P. Joshi | Kharidar (Non-Gazetted second class) | DDC | Administration Section |
| 12 | Chandra Bdr. Kshetri | Driver | DDC | |
| 13 | Om Bdr. Khartri | Driver | DDC | |
| 14 | Ram Bdr. Sijali | Office Assistant | DDC | |
| 15 | Mani Kumari Sijali | Office Assistant | DDC | |
| 16 | Chandra P. Pangali | Office Assistant | DDC | |
| 17 | Navaraj Paudel | Office Assistant | DDC | |
| 18 | Uma Giri | Office Assistant | DDC | |
| 19 | Shanti Darji | Office Assistant | DDC | |
| 20 | Kamal Shrestha | Office Assistant | DDC | |
| Local Development Fund | | | | |
| 1 | Liladhar Subedhi | Executive Secretary | DDC | Social Development Section |
| 2 | Ubraj Subedi | Accountant (Non-Gazetted first class) | DDC | Account Section |
| 3 | Prakash Lamsal | Senior Social Mobilizer (Officer Level) | DDC | Planning Section |
| 4 | Chandra Bdr. Kshetri | Senior Social Mobilizer (Officer Level) | DDC | Social Development Section |
| 5 | Chandra Bdr. Kuwar | Office Assistant | DDC | |
| LGCDP | | | | |
| 1 | Nirajan Shrestha | District Facilitator | DDC | |
| Energy Development Section | | | | |
| 1 | Manju Silakar | Energy Development Officer | DDC | |
| 2 | Navindra Subedi | Office Assistant | DDC | |
| Others | | | | |
| 1 | Cham Chandra Paudel | Supervisor | DDC | Contract Basis |

Parbat DTO Staff List

| S.N. | Name | Designation | Appoint for | Remarks |
|------|--------------|-------------|-------------|-----------------|
| 1 | Om Bdr. K.C. | CDE | DTO | 24 Gha Promoted |

| | | | | |
|----|-----------------------|---|-----|-------------------------|
| 2 | Krishna P. Lamichhane | Engineer | DTO | 24 Gha Promoted |
| 3 | Krishna P. Bastola | Engineer | DTO | 24 Gha Promoted |
| 4 | Hari P. Gautam | Sub-Engineer | DDC | |
| 5 | Shiva Raj Baral | Sub-Engineer | DDC | |
| 6 | Birendra Bdr. Thapa | Sub-Engineer | DDC | Unpaid Leave for 1 year |
| 7 | Dud Kumari Gurung | Sub-Engineer | DDC | Unpaid Leave for 1 year |
| 8 | Shankar Sharma | Sub-Engineer | DTO | |
| 9 | Prem Sing B.K. | Sub-Engineer | DTO | 24 Gha Promoted |
| 10 | Binod K. Nayak | Assistant Sub-Engineer | DTO | |
| 11 | Balkrishna Sharma | Kharidar (Non-Gazetted second class) | DTO | Administration Section |
| 12 | Pappu Yadab | Assistant Accountant (Non-Gazetted 2nd class) | DTO | Account Section |
| 13 | Bam Dev Basaula | Water Supply Technician (Non-Gazetted second class) | DTO | |
| 14 | Lok Raj Sharma | Water Supply Technician (Non-Gazetted second class) | DTO | |
| 15 | Dibakar Sharma | Assistant Sub-Engineer (Non-Gazetted second class) | DDC | Temporary |
| 16 | Hira Kumar Shrestha | Assistant Sub-Engineer | DDC | Temporary |
| 17 | Shiva Dhungaga | Water Supply Technician (Non-Gazetted second class) | DTO | Temporary |
| 18 | Bishwo Raj Adhikari | Water Supply Technician (Non-Gazetted third class) | DTO | Temporary |
| 19 | Nirmal Shripaili | Typist Khardar (Non-Gazetted Second class) | DTO | contract basis |
| 20 | Bhum Raj Puri | Office Assistant (Non-gazetted first class) | DTO | |
| 21 | Rupa Sarkeni | Office Assistant (Non-gazetted second class) | DTO | |

Annex 1.4
List of Sindhupalchowk DDC/DTO Staff

| SN | Name | Designation | Office and Contact Phone |
|----|-------------------------------|---|-----------------------------------|
| 1 | Mr. Bhupal Bahadur Niroula | Local Dev. Officer | DDC (GON) – 9851016605 |
| 2 | Mr. Sunil Raj Giri | Chief District Engineer | DTO (GON) - |
| 3 | Mr. Parsuram Baidar | Engineer | DTO (GON) - |
| 4 | Vacant | Engineer | DTO (GON) - |
| 5 | Mr. Ganesh Acharya | P. & Monitoring Officer | DDC (GON) – 9841583676 |
| 6 | Mr. Puspa Prasad Guragain | Account Officer | DDC (GON) – 9851043548 |
| 7 | Mr. Rajendra Prasad Pyakurel | Information / Social Mobilization Officer | DDC – 9841269373 |
| 8 | Mr. Raju Bhai Shrestha | Programme Officer (Social) | DDC – 9841301105 |
| 9 | Mr. Anirudra Nepal | Internal Audit Officer | DDC – 9851027960 |
| 10 | Mr. Nilmani Upreti | Engineer | DTO (GON) – 984553060 |
| 11 | Mr. Deepak Kumar Karki | Engineer | DTO (GON) – 9741042400 |
| 12 | Mr. Sachidananda Pokharel | Engineer | DTO (GON) – 9842741364 |
| 13 | Mr. Bharat Prasad Shrestha | Engineer | DTO (GON) – 9841342076 |
| 14 | Mr. Arun Kumar Jha | Engineer | DDC (TDY to RRRSDP) – 9741262875 |
| 15 | Mr. Budda Kumar Shrestha | Planning Unit Chief | DDC (GON) – 9841308248 |
| 16 | Mr. Lal Bahadur Basnet | Accountant | DDC (GON) – |
| 18 | Mr. Tara Bahadur Timilsina | Sub-Engineer | DTO (GON) – 9741060392 |
| 19 | Mr. Hari Bahadur Shrestha (a) | Sub-Engineer | DDC – 9841989717 |
| 20 | Mr. Hem Bahadur Shrestha | Sub-Engineer | DDC (TDY to RRRSDP) – 9851099508 |
| 21 | Mr. Budda Bhakta Pradhan | Sub-Engineer | DDC (GON) – 9849568821 |
| 22 | Mr. Rudra Prasad Sapkota | Sub-Engineer | DDC (GON) – 9741134038 |
| 23 | Mr. Dorje Waiba | Assistant Sub-Engineer | DDC (GON) – 9741157688 |
| 24 | Mr. Sher Bahadur Rai | Assistant Sub-Engineer | DDC (GON) – 9741038432 |
| 25 | Mr. Keshab Kunwar | Assistant Sub-Engineer | DDC (GON) – 9841378350/9741088816 |

| | | | |
|----|-------------------------------|------------------------|-----------------------------------|
| 26 | Mr. Punya Prasad Parajuli | Assistant Sub-Engineer | DDC (GON) – 9741075470/9849261715 |
| 27 | Mr. Badil Lama | Assistant Sub-Engineer | DDC (GON) – 9751005089 |
| 28 | Mr. Hari Bahadur Shrestha (b) | Assistant Sub-Engineer | DDC (GON) – 9741031598 |
| 29 | Mr. Bikash Shrestha | Assistant Sub-Engineer | DDC (GON) – 9851020064 |
| 30 | Mr. Yuvraj Ghale | Assistant Sub-Engineer | DDC (GON) – 9841920915 |

| | | | |
|---|---------------------------------|--|---|
| 1 | Mr. Laxman Bhakta Dahi Shrestha | Asset Management / RI Planning Engineer (TA) | RTI Sector Maintenance Pilot, RTI SWAp Programme – 9841300524 |
| 2 | Mr. Bal Krishna Khadka | Sub-Asset Management Engineer (TA) | RTI Sector Maintenance Pilot, RTI SWAp Programme – 98 |

Note:

1. DDC = Office of District Development Committee
2. DTO = District Technical Office
3. GON = Government of Nepal (Permanent staff)
4. RI = Rural Infrastructure
5. RRRSDP = Rural Reconstruction & Rehabilitation Sector Development Project
6. TA = Technical Assistance Team Member
7. TDY = Temporary Duty Assignment (Kaaj)

Annex 1.5 List of Sankhuwasabha DDC Staff

| SN. | Name of staff | Designation | Section |
|-----|---------------------------|---------------------------------|---------------------------|
| 1 | Mr.Mohan Poudel | Local Development Officer(LDO) | Overall Management |
| 2 | Mr.Laxmi Prasad Niraula | Administrative/Planning Officer | Administration & Planning |
| 3 | Mr.Subhash Chandra Kuikel | Programme Officer | Information |
| 4 | Mr.Bhola Man Gurung | Executive Secretary | LDF |
| 5 | Mr.Uday Shankar Pd.Shah | RAP-II Engineer | RAP-II |
| 6 | Mr.Kailash Chaudhary | District Facilitator | LGCDP |
| 7 | Mr.Sabita Thapa Magar | Social Development Officer | RAP-II |
| 8 | Mr. Arjun Sapkota | Account Officer | RADC |
| 9 | Mr.Abhaya Lal Karna | Energy Development Officer | REDP |
| 10 | Mr.Gehendra Bhattarai | Livelyhood Promotion Officer | REDP |
| 11 | Mr. Hit Kumar Karmacharya | Nayab Subba | Administration |
| 12 | Mr.Mahesh Gautam | Nayab Subba | Planning |
| 13 | Mr.Yogendra Pd. Poudel | Accountant | Account |
| 14 | Mr. Saroj Kumar Shrestha | Accountant | Account |
| 15 | Mr.Jagadish Pd. Mandal | Sub-Engineer | Administaration grant |
| 16 | Mr.Raju Bttarai | Sub-Engineer | RADC |

| | | | |
|----|---------------------------|--------------------------|---------------------------|
| 17 | Mr. Lila Bdr.Katwal | Sub-Engineer | RADC |
| 18 | Mr.Lok Bdr. Pokhrel | Sub-Engineer | Administaration grant |
| 19 | Mr. Ganesh Kumar Shrestha | Nayab Subba | Store |
| 20 | Ms.Uma Shrestha(Limbu) | Nayab Subba | Administaration grant |
| 21 | Ms.Menuka Shrestha | Office Admin./Accountant | REDP |
| 22 | Mr. Kamal Karki | Accountant | Local Develop Fund(LDF) |
| 23 | Mr.Indra Rai | Assistant Sub-Engineer | Local Develop Fund(LDF) |
| 24 | Ms. Jamuna Shrestha | Kharidar | Administaration grant |
| 25 | Mr. Rajendra Karki | Kharidar | Administaration grant |
| 26 | Mr. Dawa Bhote | Assistant Accountant | Internak account auditing |
| 27 | Mr. Rabindra Rai | Assistant Sub-Engineer | Administaration grant |
| 28 | Mr. Gechap Lama | Assistant Sub-Engineer | Administaration grant |
| 29 | Ms. Narbada Ghimire | Typist Mukhiya | Administaration grant |
| 30 | Mr.Mohan Lal Shrestha | Driver | Administaration grant |
| 31 | Mr.Uttar Bdr. Rai | Office Assistant | |
| 32 | Mr.Nayandra Bdr. Magar | Office Assistant | |
| 33 | Mr. Hukum Singh Rai | Office Assistant | |
| 34 | Mr.Prakash Kumar Shrestha | Office Assistant | |
| 35 | Mr.Surendra Bista | Office Assistant | |
| 36 | Ms. Dhan Kumari Rai | Office Assistant | |
| 37 | Mr. Ram Khanal | Office Assistant | REDP |

List of Sankhuwasabha DTO staff

| S.No | Name of staff | Designation | Remarks |
|------|-----------------------|------------------------------|-------------------------------------|
| 1 | Mr.Sanjaya Pd. Shah | DTO Chief | District Engineer |
| 2 | Mr. Ram Priya Yadav | Engineer | 24 Gha |
| 3 | Mr.Yam Kumar Pradhan | Sub-Engineer | |
| 4 | Mr.Dinesh Shah | Sub-Engineer | |
| 5 | Mr. Jageswor Mandal | Assistant Sub-Engineer | |
| 6 | Mr. Tank Pd. Adhikari | Khanepani Sahayak Technecian | Technician for watersupply projects |
| 7 | Mr. Jabahar Shah | Khanepani Sahayak Technecian | Technician for watersupply projects |
| 8 | Mr. Rohini Niraula | Khanepani Sahayak Technecian | Technician for watersupply projects |
| 9 | Mr. Chhabi Rai | Assistant Sub-Engineer | |
| 10 | Mr.Jit Bdr. Rai | Sub-Accountant | |
| 11 | Mr. Hira Dhwoj Rai | Office Assiastant | |
| 12 | Mr.Bhupal Adhikari | Office Assiastant | |

**Annex 1.6
List of Morang DDC Staff**

(A) DDC Staff:

| S N | Name | Designation |
|--------|--------------------------|---------------------------------------|
| 1. | Mr. Baburam Bhattarai | Local Development Officer |
| 2. | Mr. Suresh Raj Regmi | Planning & Monitoring Officer |
| 3. | Mr. Laxmi Prasad Paudel | Chief Account Officer |
| 4. | Mr. Krishna Pd Bhattarai | Administration Section Officer |
| 5. | Mr. Mahendra Khadka | Information & Publication Officer |
| 6. | Mr. Pitamber Osti | Auditing & Account Section Officer |
| 7. | Mr. Saroj Gautam | Social Section Officer |
| 8. | Mr. Homekarna Karki | planning Section |
| 9. | Mr. Upendra Gachchhadar | Revenue Section |
| 10. | Mr. Roshan Joshi | Environment Section |
| 11. | Mr. Gyanendra Shingh | Energy & Environment Section |
| 12. | Mr. Jhamak Bhattarai | HIV AIDS |
| 13. | Mr. Laxmi Pd. Dhimal | Poverty alleviation & Social Mob.Sec. |
| 14. | Mr. Salikgram Dahal | Storekeeping Section |
| 15. | Mr Lilaraj Likhu | District Facilitator |
| 16. | Mr. Krishna Pd. Pokhrel | Computer Operator. |

B. DTO Staff List

| SN | Name | Designation |
|-----------|--------------------------|--|
| 1. | Mr. Samar Khanal | DTO Chief (Senior Divisional Engineer) |
| 2. | Mr. Shailesh Pokharel | Engineer |
| 3. | Mrs. Renu Biswas | Engineer |
| 4. | Mr. Nageshwor Yadav | Engineer |
| 5. | Mr. Ghaneshyam Pd. Dahal | Engineer |
| 6. | Mr. Birendra Neyohang | Engineer |
| 7. | Mr. Hemanta K. Gautam | Account Officer |
| 8. | Mr. Gyan Pd. Acharya | Section Officer |
| 9. | Mr. Jagat Bdr. Rai | Office Secretary cum Store Incharge |
| 10. | Mr. Binod K. Ojha | Sub-Engineer |
| 11. | Mr. Dev Narayan Yadav | Sub-Engineer |
| 12. | Mr. Rajan Raj Reddi | Sub-Engineer |
| 13. | Mr. Tika Limbu | Sub-Engineer |
| 14. | Mr. Lal Bdr. Dahal | Sub Engineer |
| 15. | Mr. Rom Bdr. Rai | Sub-Engineer |
| 16. | Mr. Somraj Dahal | Ast-Sub Engineer |
| 17. | Mr. Khadag K. Basnet | Ast-Sub Engineer |
| 18. | Mr. Raj Kumar basnet | Ast-Sub Engineer |
| 19. | Mr. Kumar Basnet | Ast-Sub Engineer |
| 20. | Mr. Khemraj Subedi | Ast-Sub Engineer |
| 21. | Mr. Ram Pd.Nepal | Office Assistant |
| 22. | Mr. GangaRam Pandey | Office Peon |

Annex 1.7
List of Jhapa DDC Staff

| S.N. | Staff Name | Designation | Remarks |
|------|-------------------------------|-----------------------------------|---|
| 1 | Mr. Jiwan Prakash Sitiaua | Local Development Officer (LDO) | In addition there are 34 project based staff. |
| 2 | Mr. Pankaj Bhurtel | Planning & Administrative Officer | |
| 3 | Mr. Birendra Bahadur Basnet | Account Officer | |
| 4 | Mr. Hari Prasad Gautam | Non-Gazetted 2nd Class | |
| 5 | Mr. Somraj Thapa | Audit Officer | |
| 6 | Mr. Prakash Chandra Chaudhary | Programme Officer | |
| 7 | Mr. Himraj Sedai | Programme Officer | |
| 8 | Mr. Jaya Timsina | Programme Officer | |
| 9 | Mr. Tek Bahadur Khadka | Non-Gazetted 1st Lcass | |
| 10 | Mr. Keshab Mainali | Non-Gazetted 1st Lcass | |
| 11 | Mr. Dilli Ram Dhakal | Audit Supervisor | |
| 12 | Mr. Ram Bahadur Budhathoki | Computer Operator | |
| 13 | Mr. Bikram Chhetri | Computer Operator | |
| 14 | Mr. Bal Krishna Nepal | Account & Admin Assistant | |
| 15 | Mr. Dilli Ram Nepal | Social Mobiliser | |
| 16 | Ms. Tej Kumari Gautam | Accountant | |
| 17 | Mr. Krishna Chandra Nepal | Non-Gazetted 1st Class | |
| 18 | Mr. Ganesh P. Sitaula | Accountant | |
| 19 | Mr. Rajan Neupane | Social Mobiliser | |
| 20 | Mr. Netra Pokhrel | Social Mobiliser | |
| 21 | Mr. Nanda Lal Acharya | Social Mobiliser | |
| 22 | Mr. Ramji Adhikari | Social Mobiliser | |
| 23 | Mr. Sri prasad Mandal | Sub-Engineer | |
| 24 | Mr. Gopal Khadka | Sub-Engineer | |
| 25 | Mr. Om Raut | Sub-Engineer | |
| 26 | Mr. Gopal Shrestha | Sub-Engineer | |
| 27 | Mr. Dilli Ram Gautam | Sub-Engineer | |
| 28 | Mr. Dev Kumar Upadhyaya | Non-Gazetted 2nd Class | |
| 29 | Mr. Krishna Prasad Dahal | Non-Gazetted 2nd Class | |
| 30 | Mr. Man B. Magar | Non-Gazetted 2nd Class | |
| 31 | Mr. Rajendrs Dhakal | Non-Gazetted 2nd Class | |
| 32 | Mr. Somnath Mishra | Non-Gazetted 2nd Class | |
| 33 | Mr. Shyam Prasad Garagain | Non-Gazetted 2nd Class | |
| 34 | Mr. Hem Raj Gautam | Non-Gazetted 2nd Class | |

List of Jhapa DTO Staff

| SN | Name | Designation | Remarks |
|----|------------------------------|------------------------|---------|
| 1 | Mr. rajesh Prasad Ghimire | DTO Chief | |
| 2 | Mr. Sushil Shrestha | Engineer | |
| 3 | Mr. Shrawan Kumar Chaudhary | Engineer | |
| 4 | Mr. Padam Prasad Pokhrel | Engineer | |
| 5 | Mr. Chandra Prasad Chapagain | Engineer | |
| 6 | Mr. Ramlakhan Majhi | Engineer | |
| 7 | Mr. Rameshhari Adhikari | Account Officer | |
| 8 | Mr. Komal Prasad Khatiwada | Section Officer | |
| 9 | Mr. Ugrananda Pathak | Sub-Engineer | |
| 10 | Mr. Uttam Kharel | Sub-Engineer | |
| 11 | Ms Bimala Chapagain | Non-Gazetted 1st Class | Typist |
| 12 | Ms. Tara Raut | Non-Gazetted 1st Class | Typist |
| 13 | Mr. Devendra Dahal | Non-Gazetted 1st Class | |
| 14 | Mr. Tej Bahadur Acharya | Deputy Accountant | |
| 15 | Mr. Lila Kanta Sahu | DWST | |
| 16 | Mr. Krishna Bahadur Poudel | DWST | |
| 17 | Mr. Damodar Baral | DWST | |
| 18 | Mr. Kher Bahadur B. K. | DWST | |
| 19 | Mr. Bishnu Dhungana | Office Assistant | |
| 20 | Mr. Satya Narayan Chaudhary | Office Assistant | |