



**Chief Minister**

**Province no. 1, Biratnagar**

### **Message**

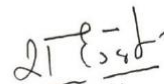
I am extremely delighted to know that Suryodaya Municipality, under the leadership of newly elected Mayor Mr. Ran Bahadur Rai, has come up with the first periodic plan 2018-2022 in the history of planned development initiatives in the Municipality. Despite the meaningful contribution made by previous plans and policies for the social and economic transformation of Suryodaya Municipality in a context of centrally managed political system, the overall development and prosperity of Suryodaya Municipality was lagging behind in absence of comprehensive, system-based, and sustainable development strategy, approaches and appropriate leadership to drive them. I am very confident that the current leadership will address this gap.

The periodic plan, in this sense, has challenging responsibilities as well as opportunities to revive and continue the local economy constrained by the COVID -19 pandemic. The on-going implementation trend and the available statistics verify that the plan is attaining its local goals, including the target for economic growth and environmental sustainability. Since the local government was reinstated, I have noticed that Suryodaya Municipality has achieved impressive results in various aspects of development and fostering partnership with the federal and provincial government, CSOs/NGOs/INGOs, and the private sectors. While continuing to work towards enhancing the quality of these sectors, I wish the Periodic Plan 2018-2022 will give more emphasis to the social, economic, physical infrastructure and environmental sectors.

The economic inequality that prevails in the Municipality remains a challenge for social transformation and prosperity. Natural Disaster and Climate Change and its adverse effects, newly emerging infectious diseases and pandemics such as COVID-19, and social and gender discrimination are continued to be the major challenges. Our efforts today should, therefore, be geared towards achieving prosperity through economic growth, social development, and good governance supporting through the two pillars of social justice and equality in order to guarantee environmental security and people's happiness.

Finally, I would like to thank all the concerned stakeholders for their support and encouragement while developing this plan with a long-term vision. I believe that everyone will play an active and responsible role in identifying and implementing appropriate programmes and projects towards achieving the goals of the Plan. Also, I would like to express my wish for positive contribution in both the national and provincial long term vision " Prosperous Nepal, Happy Nepali" and "Clean, Happy and Prosperous Province" from your municipality.

**6 July, 2021**

  
**Sherdhan Rai**



### Foreword

Nepal adopted a new constitution in 2015 (B.S. 2072), transforming the country from centralized unitary system to the Federal democratic republican system of governance in order to fulfil the public aspirations for peace, prosperity and development. Accordingly, the democratically elected local government formed under my leadership in 2015 approved a plan to develop a five year periodic plan (2018-2022). While developing a plan; revision of Suryodaya Municipality Profile, consultation with wide range of stakeholders including Provincial and Federal Government, Municipal Council member, Ward Chairs and members, community representatives, User Groups, Business Sectors, Financial Institutions, NGOs/INGOs and Media was done.

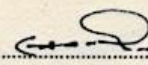
Periodic Plan 2018-2022 is developed to call for a comprehensive, system-based, and sustainable development strategy and approaches to attain local, national, regional and international commitments made for Sustainable Development Goals, among many others. These commitments will be achieved through the mobilization of available means and resources and fostering a partnership with both the state and non-state actors that includes; provincial and federal governments, private sectors, financial institutions including cooperatives, I/NGOs, bilateral and multilateral donor communities, individuals and local public institutions.

To achieve these ambitions, the concerned stakeholders including Provincial and Federal Government, Municipal Council member, Ward Chairmans and members, community representatives, User Groups, Business Sectors, Financial Institutions, NGOs/INGOs and Media will have to play a decisive role to achieve the municipality goals set under this periodic plan. Therefore, I expect everyone to lend a hand in making the Suryodaya Municipality prosperous and the people happy through rapid economic growth along with the established social justice system.

During the planned period, a foundation for economic prosperity is expected to be created through the advancement of infrastructure, road expansion and networking; promoting tourism, agriculture, fostering business and creating employment opportunities. It is expected that by the end of the planned period, municipality will achieve impressive results across the sectors including health & nutrition, education, economic growth, drinking water, electricity, infrastructure development, environment management, and resilience building.

Finally, I would like to express my sincere gratitude to the federal government and provincial government representatives for their support and encouragement while developing this plan. Without support and dedication from the municipal council and staff members and community people, this plan would not have been possible to develop. I would also like to thank the Inclusive Development Management and Research Center (IDRC-Nepal) for its invaluable work while translating the Suryodaya Municipality Period plan into English and INLOGAS for its technical support while preparing the plan. I believe that everyone will play an essential role while identifying and implementing appropriate programs and projects towards achieving the lofty and equitable goals of the plan.

July 25, 2021

  
 Ran Bahadur Rai  
 Mayor





## Table of Content

<b>CHAPTER 1</b>	1
<b>INTRODUCTION AND BACKGROUND</b>	1
<b>1.1 Introduction and historical background</b>	1
<b>1.2 Geographical Location</b>	1
<b>a. Topography</b>	2
<b>b. Boundaries</b>	2
<b>1.3 Demography</b>	2
<b>1.4 Climate and Weather</b>	2
<b>1.5 Natural Resources</b>	2
<b>1.7 Major economic activities</b>	3
<b>1.10 Education</b>	10
<b>1.11 Health</b>	11
<b>1.13 Forest Coverage</b>	13
<b>1.14 Road and Transportation</b>	13
<b>1.16 Human Resource Development</b>	15
<b>1.17 Strength, Areas of Improvement, Opportunities and Threats</b>	15
<b>1.18 Methodology for the preparation of periodic plan</b>	21
<b>1.19 Limitations of periodic plan development</b>	26
<b>CHAPTER 2</b>	27
<b>VISION, MISSION, GOAL AND OVERALL PROGRAM FRAMEWORK OF THE PERIODIC PLAN</b>	27
<b>2.1 Background</b>	27
<b>2.2 Vision</b>	28
<b>2.3 Mission</b>	28
<b>2.4 Goal</b>	28
<b>2.5 Quantitative Target</b>	29
<b>2.6 Fiscal Management</b>	29
<b>2.7 Fiscal arrangement</b>	29
<b>2.8 Sector-Wise Financing</b>	31
<b>2.9 Classification of expenditure and sector-wise allocation</b>	32
<b>2.10 Classification of additional expenditure and sector-wise allocation out from regular budget</b>	33
<b>2.11 Source of Expenditure</b>	33
<b>2.12 Multiple Resources Mobilization</b>	34
2.12.1 Resource Mobilization from Public Sector	34
2.12.2 Resource Mobilization from Cooperative Sector	34
2.12.3 Resource Mobilization from Private Sector	35
2.12.4 Resource Mobilization from I/NGOs, Community Forest, and Public Contribution	35
<b>2.13 Priority Sector of Periodic Plan</b>	35
2.13.1 Eco-tourism, Organic agriculture, Marketing and Business Establishment	36
2.13.2 Employment through Production	37
2.13.3 Education, Health and Social Security	37
2.13.4 Infrastructure Development	38
2.13.5 Institutional Development	38
<b>CHAPTER 3</b>	39
<b>SECTORAL DEVELOPMENT GOAL, OBJECTIVE, STRATEGY AND PROGRAM</b>	39
<b>3.1 Economic Development</b>	39
<b>3.2 Social Development</b>	42
<b>3.3 Infrastructure Development</b>	46

<b>3.4 Forest, Environment and Disaster Risk Reduction and Management</b>	47
<b>3.5 Institutional Development and Good Governance</b>	49
<b>CHAPTER-4</b>	52
<b>RESULT INDICATORS</b>	52
<b>4.1 Economic Development</b>	52
<b>4.2 Social Development</b>	54
<b>4.3 Infrastructure Development</b>	57
<b>4.4 Forest, Environment and Disaster Risk Reduction and Management</b>	58
<b>4.5 Institutional Development and Good Governance</b>	60
<b>4.6 Strategic Program Priorities</b>	61
4.6.1 Economic Development	61
4.6.2 Social Development	61
4.6.3 Physical Infrastructure Development Program	62
4.6.4 Forest Conservation, Environment Protection and Disaster Risk Reduction and Management	63
<b>CHAPTER 5</b>	64
<b>MONITORING, REPORTING AND EVALUATION OF PERIODIC PLAN</b>	64
<b>5.1 Monitoring</b>	64
<b>5.2 Monitoring and Evaluation Framework</b>	64
<b>5.3 Program Review, Reflection, Learning and Reporting</b>	64
<b>5.4 Evaluation of the Periodic Plan</b>	65



## CHAPTER 1

### INTRODUCTION AND BACKGROUND

This section illustrates the social, economic and environmental aspects of Suryodaya Municipality, Ilam. The description provides the real picture of the municipality along with the information on the local resources, their uses and the potentials.

#### 1.1 Introduction and historical background

Situated in the central part of Ilam district, Suryodaya Municipality from where the sun rises was formed in 2013 AD merging Fikkal, Panchakanya and Kanyam pre-federal Village Development Committee (VDCs). After promulgation of constitution of Nepal 2072 BS, additional VDCs namely; Gorkhey, Pashupatinagar, Shree antu, Samalbung, Laxmipur and Jogmai ward no. 8 and 9 were added to the newly formed municipality expanding its total area to 252.52 Sq. Km. Suryodaya Municipality borders Darjeeling (West Bengal State of India) in East, separated by Mechi river, Rong Rural Municipality in North and Mai Municipality in Northwest, Ilam Municipality in the South holding three transit points with India that includes Pashupatinagar, Chhabbise and Manebhanjyang. Geographically it lies in the Mahabharat range with hundreds of nature's wonders, pleasant weather, cultural and ethnic diversity. Populated with fifty-seven thousand people, it has fourteen wards and more than forty-two thousand voters, and comparatively high literacy rate compared to other hilly municipalities in the country.

Suryodaya Municipality is known to be synonyms of “6-As'(६-अ)”: Cardamom, Broom Grass, Milk and its products, Round Chilli, Ginger, and Potato. Thus, the municipality has very good prospect on agriculture and livestock, Non-Timber Forest Product (NTFPs), medicinal herbs, orchids, turmeric, ginger and cardamom and also their marketing. In recent years, it has become a destination for thousands of domestic and foreign tourists due to its wonders such as silky green hills, dazzling mountain view, tea-gardens, rivers and lake, waterfalls, glaring view of sunrise from Shreeantu, the spectacular view of the Kanchanjunga mountain, and hospitality from the culturally-rich people.

Suryodaya Municipality office is located at Fikkal Bazaar, which is the hub for economic, social, educational, political and administrative interaction of the municipality but economic, social and educational activities are decentralized to other areas in the municipality rapidly due to opportunities induced by the expansion of development facilities such as all-weather road and transportation, local economic activities, tourism, education and communication.

Among the various indigenous community of Ilam district, from the ancient time Suryodaya is known to be one of the residential and economic hub of the *Lepcha* community as it is evidenced by the *Lepcha Palace* in Fikkal. Therefore, the history of municipality is linked with *Lepchas* as well. It is believed that from the ancient time, *Lepchas* are residing in the municipality and operating all economic and administrative activities.

#### 1.2 Geographical Location

Suryodaya Municipality is centrally located 69.7 Km north-east from Chandragadi and 25.7 Km east from Ilam Bazaar, the district headquarter of Jhapa and Ilam respectively. Geographically, it lies in the Mahabharat range with hundreds of nature's wonders, pleasant weather, cultural and



ethnic uniqueness and rich diversity of flora, fauna. The geographical situation of the municipality is described as below;

### a. Topography

Suryodaya Municipality is situated between longitudes 88°3'54"E and latitudes 26°53'27"N in the world map with the elevation of 1,565 m (5,135 ft) encompassing an area of 252.52 Sq Km.

### b. Boundaries

The municipality borders Darjeeling (West Bengal State of India) in East, separated by Mechi River, Rong Rural Municipality in North and Mai Municipality in Northwest, Ilam Municipality in the South. It has three transit points with India which are Pasupaitnagar, Chhabbise and Manebhanjang.

## 1.3 Demography

According to Municipal Profile 2018; Suryodaya Municipality holds 58,130 populations (0.19% of the total population in Nepal) housed in 13,400 households with 51/49 male and female ratio. Distribution of population by different characters and age-groups is given in the box 1.

### Box-1: Distribution of population...

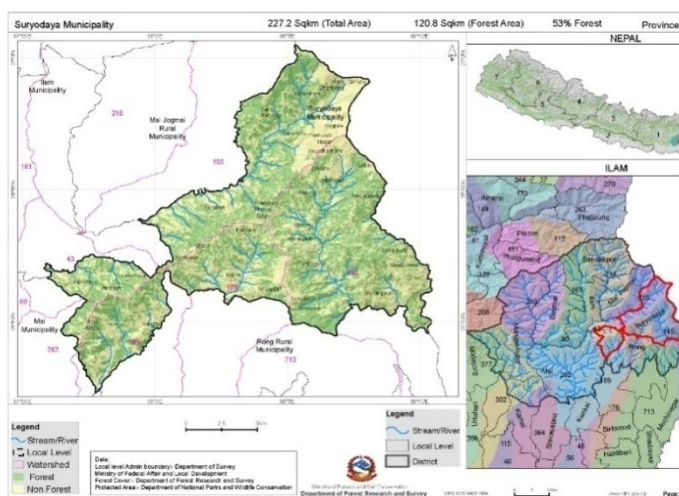
<b>Total population:</b>	58,130 (municipal profile, 2018)
• <b>Male:</b>	29,882 (51%)
• <b>Female:</b>	28,248 (49%)
<b>Average family size:</b>	4.7
<b>Population density (p.s.km):</b>	257.75
<b>Population increase /year:</b>	0.26
<b>PLWDs:</b>	922 (Male: 504, Female: 418)
<b>Population below 5 years:</b>	2,884 (Male: 1487, Female: 1397)
<b>Population above 75-years:</b>	2,520 (Male: 1434, Female: 1086)

## 1.4 Climate and Weather

The climate and weather of Suryodaya Municipality is tropical during the summer and subtropical during the winter. The seasons can be divided into four distinct parts; *the spring season*, which is warm and dry, *summers* are warm, wet and humid and *winters* are cold and normally dry. The months of Nov. to Feb. are cool and dry. March to June is hot and dry, July to August is wet, humid, and warm, September to October is pleasant, which is also a festival season. The annual temperature of municipality ranges from 6<sup>0</sup> to 28<sup>0</sup> C, similarly, the mean monthly precipitation is 207 mm and average wind speed is 4.4 Km/h.

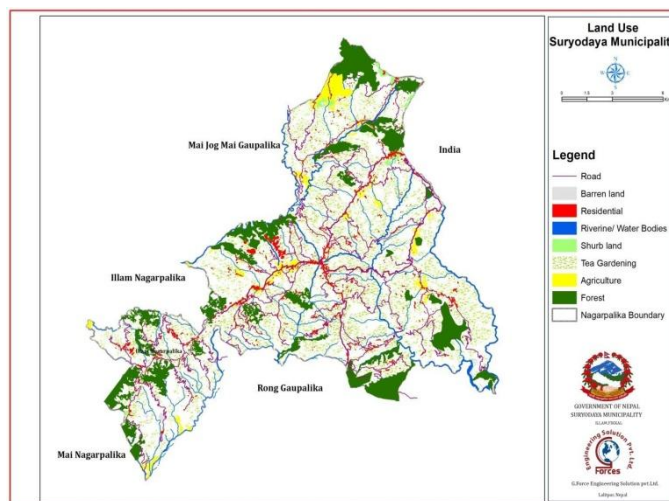
## 1.5 Natural Resources

Water, cultivable land, forest, and mines are the major natural resources of Suryodaya Municipality. 53 % of total land is covered by forest, while remaining 47% land is covered by agriculture, water, road, bridges and mountain. Among the rivers, Mechi River, Biring, Jogamaai, Siddhikhola, Maiyukhola are major and are also being used for irrigation and hydro-power. Siddhikhola has great potential of copper mine and Biring River for other metal mines. Both rivers are precious resources of Suryodaya Municipality. Other than this, natural beauty such as evergreen hills, mountains, sunrise, waterfalls, and the lake are properties endowed by the nature. These resources have lots of potentialities to make prosperous Suryodaya Municipality. Below is the map of natural resources available in Suryodaya Municipality.



## 1.6 Land-use pattern and ownership

Of the total land, 53% is covered by the forest followed by 42.54% by agriculture, human settlement (0.02%) water and bulge area (0.96%) lake and watershed area (0.01%) bushes (3.28%) and others (0.08%). The land use map below shows the situation of land covered by forest, barren land, agriculture, human settlements and water bodies of the municipality.



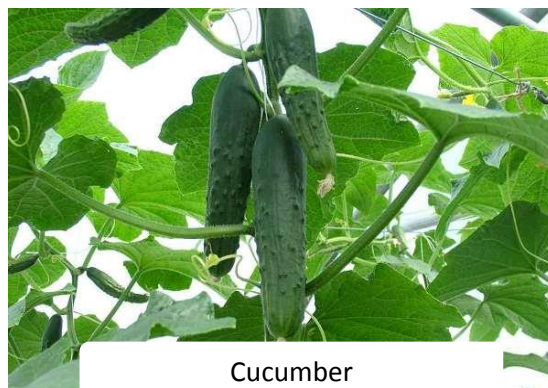
## 1.7 Major economic activities

Agriculture (staple food and cash crops), Tourism, Industries and Businesses are the backbone of local economy in Suryodaya Municipality. Component wise activities and their contributions to the local economy are highlighted below:

**Agriculture:** Agriculture (staple food and cash crops), Tourism, Industries and Businesses are the backbone of local economy in Suryodaya Municipality. Majority of the households are engaged in agriculture and livestock related activities followed by tourism, businesses and industries for their livelihood. Among the agriculture crops; maize, wheat, and paddy are quite common and leading



staple food crops whereas major cash crops



Cucumber

include ginger, cardamom, broom grass, potato, fresh vegetable mainly squash, tea, livestock and milk product, goat farming, poultry and swine for meat and meat related products. Off-farm activities those are contributing to the local economy

include; public services related to tourism, businesses, and foreign employment.

**Staple Food Crops:** 36.8% of the total population in the municipality is engaged in producing staple food crops like maize, paddy, millet and wheat. Annually, 748.5 MT maize, 237 MT paddies, 121 MT millets and 12 MT wheat are produced. Taking this into account and the size of population, total food crops produced in the municipality is not enough to feed its population as 63.2% people are engaged in off-farm activities.



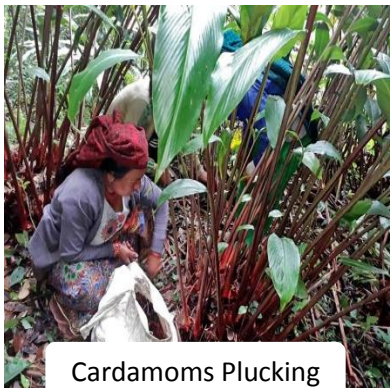
Potato



**Cash Crops:** Cardamom, Broom Grass, Milk and its product, Round Chili, Ginger, Potato followed by tea, coffee, and turmeric are the major cash crops produced in the municipality. Most of these products are sold to the nearby markets including major cities in Nepal, India (Darjeeling and Silguri), and some European countries and the USA. To be particular, tea is exported to many European Countries and Dog-Chew to USA. In 2017 AD, Suryodaya Municipality produced 14,124 MT of tea and 908 MT of ginger also farmers in this municipality are engaged in production of turmeric and coffee.



Ginger



Cardamoms Plucking



Broom

**Vegetables:** Due to its unique weather pattern ranging from the sub-tropical to the sub-temperate, Suryodaya Municipality is capable of producing all seasonal fresh vegetable, which is further favored by the road link and connection to the nearby cities such as Birtamod, Damak, Biratnagar, Dharan, Siliguri, and Darjeeling, where farmers can sell their products soon after harvesting. Annually 7685 metric tons of vegetables is produced.



Chilly

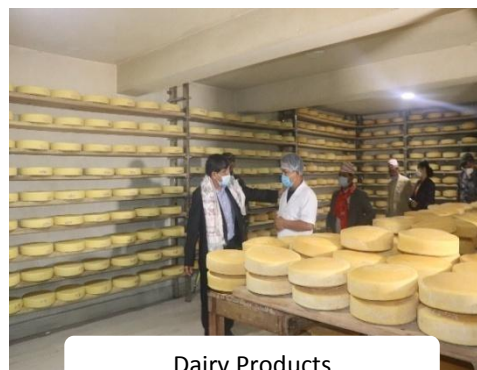


Solanum melongena (EggPlant)



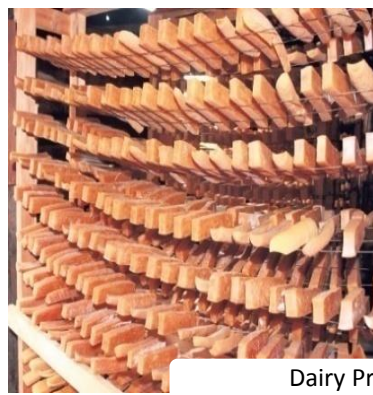
Chayote (Squash)

**Livestock and Milk product:** Milking cow, buffalo, goat, sheep, swine and chicken are the major livestock grown in the municipality that clearly gives a prospect of meat and dairy industries. In FY 2073/74, municipality had a record of 15,399 cow, 843 buffalo, 14,406 goats, swine 2546, and chicken 31,704. Suryodaya produces 37,439l of milk everyday which is purchased by 63-dairy industries in the municipality while some of the mare sold to the hotels, restaurants, and nearby markets, mainly Biratnagar and to Kathmandu. Every year municipality produces 455 metric tons of meat.



Dairy Products





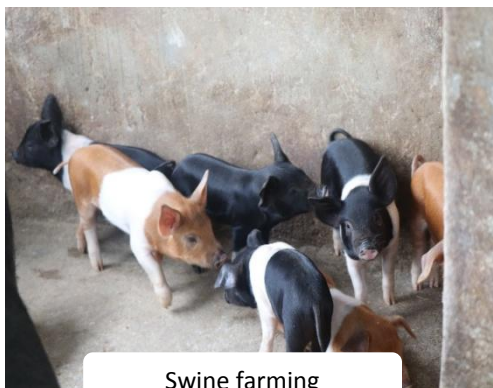
Dairy Products



Cow Farm



Dairy Products selling



Swine farming



Pork

**Agriculture market:** Historically, a system of “हाटबजार”, weekly market is very popular and common market outlet for small farmers in Suryodaya Municipality. Every week, small producers come with their surplus products to sale in nearby market. Fikkal Bazaar (every Thursday), Pashupatinagar (every Monday), Tinghare Bazaar (every Sunday), Harkate (every Tuesday), Shanti Bazaar (Saturday), Gorkhe Bazaar (Wednesday), Godak & Manabhanjyang (Friday) and Katuse (Saturday) are common weekly market places for the small farmers. For the commercial farmers, multiple choices, both in-country and outside, are available to sale agriculture product. In Nepal, Birtamod, Damak, Dharan, Biratnagar, Pokhara, Kathmandu are the common markets where large amount of agriculture products can be sold out. At international level, places like Darjeeling, Silguri, Sikkim, Kolkotta (India), Thimpu (Bhutan), Bangladesh, China, Gulf Countries, European Countries, and the United States of America are other potential markets that can be explored further.

**Tourism:** An excellent gateway from busy life, Suryodaya Municipality is famous for its scenic tea gardens and hundreds of other natural endowments. It is a municipality largely covered in tea bushes with a hill town right beside a plantation enjoying views of pristine landscapes made up of sloping tea gardens, mountain streams, dense natural forests, holy sites and a unique culture. Using Fikkal Bazaar as a base,





one can take excursions for a day or more. There are many hotels in the town and a few resorts a short distance away from the tea gardens. List of major tourist destinations are given in the box2.

**Box-2: Major tourist destination of Suryodaya Municipality:**

*Kuti Jungle:* Pathibhara Mandir

*Kanyam:* Scenic Tea State, Horse Riding and Hiking

*Fikkal Bazar:* Tea factory, agriculture product, and holy site and a unique culture

*Shrianttu:* Sunrise, Lakes, homestay, hiking, culture and many others

*TintaleJharna and Mane Gumba, Tare Bhi, Chuchedhunga, PaharBhir, LepchhaMusium and Guphaapatal area, Historical Lepcha Palace (Juthi), Antu Dada View Point, KiwaGupha (cave), The mountain range and paragliding view, Yalambar Statues and Botanical Garden.*



Inauguration of Suryodaya Tourism Festival



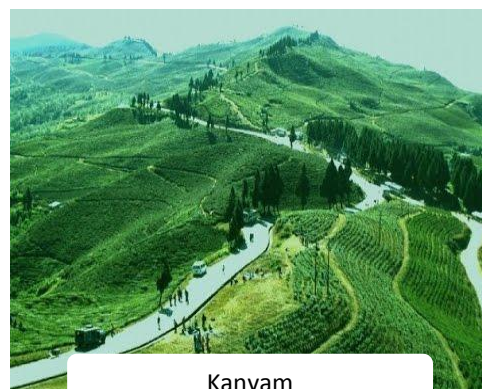
Cultural Dance at Suryodaya Tourism Festival



Rising Sun



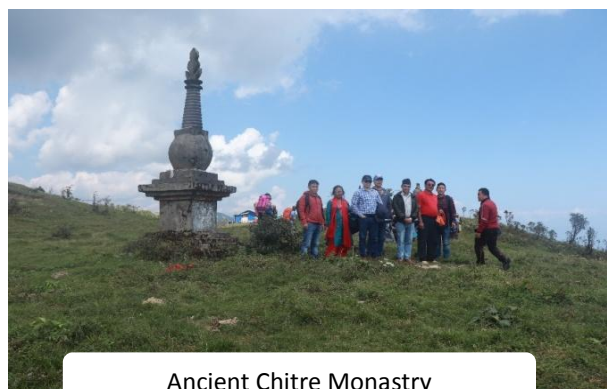
Inauguration of Suryodaya Tourism Festival



Kanyam



Chilly farming



Ancient Chitre Monastery





Photos of First Suryodaya Tourism Festival



With the mixture of subtropical and tropical weather, Suryodaya offers good weather most of the year, except during the monsoon season when heavy rains engulf most of Nepal. The best time to visit places in Suryodaya Municipality is between September to December or from January to April. Suryodaya Municipality in Ilam district is in Far East Nepal, north of Jhapa and has West Bengal (India) in the east. Suryodaya Municipality is located in Fikkal Bazar, a calm



Tourist Information Center, Pashupatinagar

little hill town with interesting places to visit like Kanyam Tea State, Sunrise view from Shriantu, Panchakanya, Pashupatinagar, Ilam Bazaar followed by Mirik and Darjeeling (India), all are few hour's drive away from Fikkal Bazar. Diverse species of orchids and rhododendron in the forest and fish are found in the small ponds/ lakes and rivers. Visitors can enjoy the horse riding, hiking and picnic across the tourist destinations. In recent days, Gufapa Lake in Shriantu is getting high



Administrative officer with students Wearing Ethnic Dress



Representative of Kirtipur Municipality during visit to Ilam

tourist attention ever before. In the meantime, origin of Mechi River, border to India also lies in Suryodaya Municipality. In Karfok, the old Panchakanya temple of Hindus is located while the surrounding of school is covered by its own natural trees and forest which add scenic beauty to this place. In the memory of Swami Swaranandan, Swami Park is being built inside the jungle. Buddha park, the gateway of eastern Nepal Pasupatinagar, Pasupati temple, tourism area of Sundarpani, Lepcha palace, Gorkhe Chitre Stupa, Thumke tourism area, Red panda conservation site, Jimaraja-Jimarani, old stupas of Lepcha of which Yangthong Stupa and Fensong Stupa are the major tourist destination. Suryodaya Municipality is known to be a place of *Lepcha* community and is one of the richest municipalities in Nepal when it comes to cultural diversity, natural landscape, and a flourishing cash crop industry. Cardamoms, broom grasses, milk and its products, round chilies, gingers, potatoes followed by tea, coffee, and turmeric are the major cash crops produced in the municipality. Many scholars visit municipality for botanical and anthropological research.



Students Wearing Ethnic Dress

Students Wearing Ethnic Dress

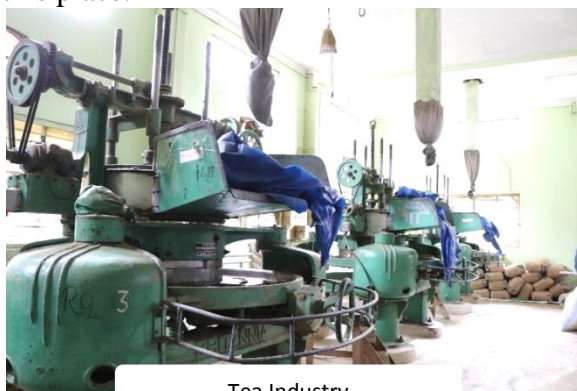
*Lepchas* were once the predominant ethnic group in this region. A *Lepcha* Museum is being built at Srientu and there also plans to make it extensive. Suryodaya Municipality reflects the rich social and cultural heritage of people living in harmony. The major ethnic groups living in Suryodaya Municipality are; *Rai, Limbu, Brahmin* and *Chhettri, Tamang, Magar, Newar*, and others.

**Industries and businesses:** Suryodaya Municipality is famous for tea and milk production. Therefore, most of the industries are related to tea and the milk products. In recent days, small industries related to mineral water, wood and furniture and metal have also been started. These industries have offered employment to hundreds of skilled and unskilled youth. Taking into account of national and international market opportunities for the tea, coffee and dairy produced here,



Goat Farming

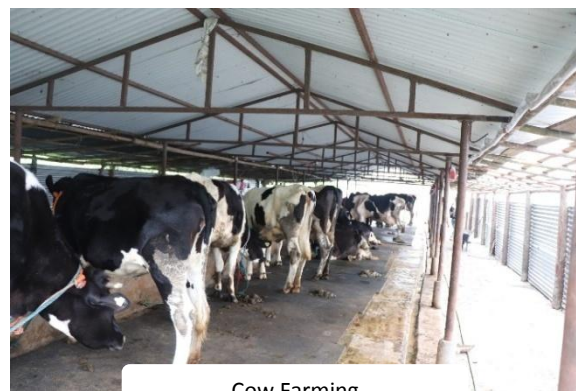
this place.



Tea Industry



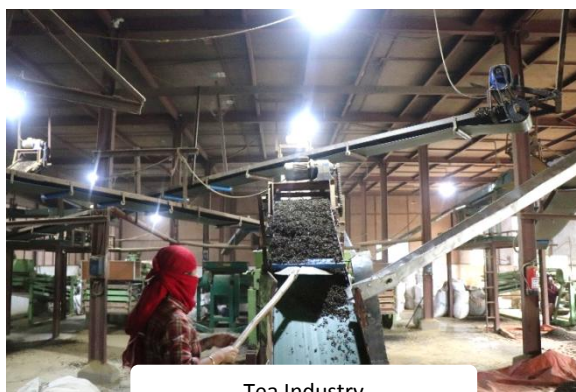
number and size of the industries can be expanded in future. Foreign investment environment in Suryodaya Municipality is much better than in many other municipalities in Nepal due to number of factors like availability of working force, market opportunities, peace, social harmony and security situation. A total of 138 industries including 63 small and large tea factories and small chocolates, soft cheese factories to large cheese factories are situated in



Cow Farming

### 1.8 Banking sectors and financial institutions

In order to grab the financial opportunities those are already flourished, number of banking sectors and financial institutions in the municipality are established in recent years. Rastriya Banijya Bank, Global IME Bank, Nepal Bangladesh Bank, Everest Bank, Agriculture Development Bank, Nirdhan Uthan Bank, Excel Development Bank, Prime Bank, Cooperatives and Money Transfer Agencies are providing their daily services to the public of Suryodaya Municipality and visitors from various parts of the country and foreign citizens.

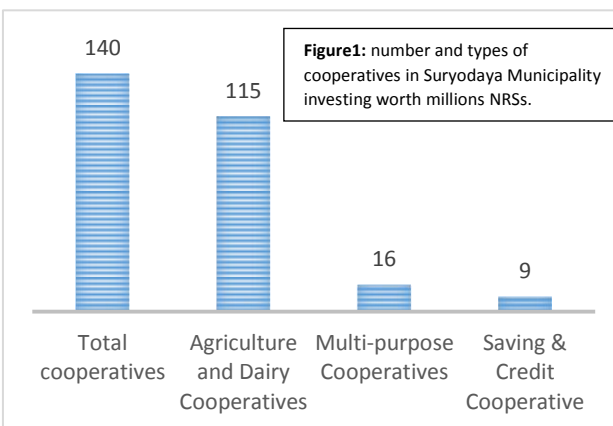


Tea Industry



### 1.9 Co-operatives

There are 140 co-operatives which are in operation currently at Suryodaya Municipality of which 9 are saving and credit co-operatives, 16 are multipurpose co-operatives and remaining 115 are agriculture and dairy production co-operatives. In average each cooperative has NRs. One million investments at local level and it is estimated that NRs. 140 million is being invested by 140 co-operatives in various sectors including agriculture, livestock and non-agriculture sector. Currently 21,567 people are members of different co-operatives.



### 1.10 Education

Suryodaya Municipality is one of the municipalities in Nepal which has educational institutions to cover students from pre-primary age group to the graduate level. There are 65 community and 30 institutional education systems in the municipality including 9 High Schools and a Campus.



Free Exercise copies distribution

According to Municipal Profile 2075, literacy rate of municipality is 90.4% (93.55% male and 87.25% female). In each high school, there

are pre-school children development center as well. School has provided pre-school playground, meal and places to rest for the children. Additionally, 55-community run pre-school development centers are being run in the municipality.



Free Exercise copies distribution



Sharing moments with nursery kids



Group Photos of Students



### 1.11 Health

Fikkal Hospital is the major health service provider in Suryodaya Municipality followed by a Homeopathic Hospital in Aitabare Bazaar, 4 Km. west from Fikkal Bazaar. Due to increased health service demand from the public; many individuals are running private health clinics and pharmacies in the municipality. To increase access to the health services of public in remote areas, municipality has established community health



Visiting Nepal-India border with minister

health services to pregnant and lactating mothers. Each health center is providing services related to pregnancy test, distribution of Iron tablets, Vitamin-A, providing nutrition education and vaccination services. Municipality is providing ambulance service to public in emergency situation at all time.



Inauguration of Gorkhe Health Post

### 1.12 Water and Sanitation

94% of the total households have piped drinking water facilities in Suryodaya Municipality. However, due to poor post-construction maintenance of the facilities, 60% households have accessed piped water in doorstep. Other than piped water, 2% populations are fetching water from the traditional water well and 4% population from the pond and river.



Inauguration of sub-chapter of Red Cross Society

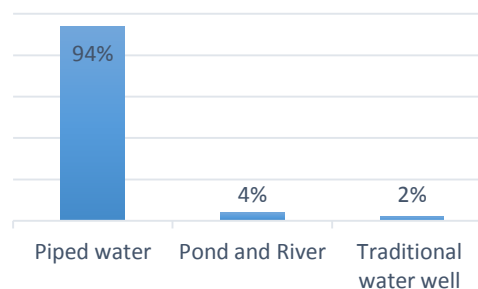
service centers and running mobile health camps as well. Including these facilities, there are 10 active health facilities in the municipality. In case of major health problems, there are high standard health facilities located in Birtamod, Jhapa, Biratnagar, Morang and Dharan, Sunsari.

To provide safe birth services, municipality has health centers with modern birthing center. There are hundreds of Female Community Health Volunteers (FCHVs) workers who are providing door-to-door



Gorkhe Health Post

Figure 3: Access to drinking water







Nepal-India border inspection and checking health security measures by Mayor during Covid-19 pandemic



Visiting Pashupatinagar with Internal affair minister of province no. 1 and CDO of Ilam during lockdown to prevent Covid-19



Welcoming guests from Karuna Foundation



Antigen Test for public representative



Managing dead body of Covid-19 patient



### 1.13 Forest Coverage

Total forest coverage in the Suryodaya Municipality is 53.11% of the total forest area; 1141 hectare (10%) is covered by community forest followed by 2397 hectare (20%) private forest, and 8439 hectare (70%) by other forms of forest, mainly the government, religious and agro-forestry. *Utis, Japanese sallo, chilaune, katus, chaap, guras etc.* are major trees found in upper belt while *saal, saaj, kyamuna, pipali, kholme, mauwa, falame, kaulo, lokta, argeli, chiraito, mafito, saur, siris, kutmiro, payu, aangare, gogun, etc.* are major trees and shrubs found in lower belt of municipality respectively.

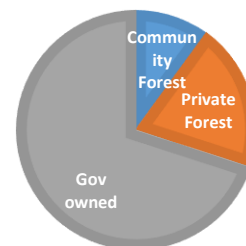


Figure 4: Forest coverage

### 1.14 Road and Transportation

Ilam section of Mechi highway covers 78 Km. from Jhapa border, Suryodaya Municipality is touched by black topped 65 km double lane road. After driving a 15 km from Fikkal, one can reach Pashupatinagar. In recent past, a number of branch roads are being constructed from the main road to access rural areas of Suryodaya Municipality.



Kanyam



Construction of Concrete Road



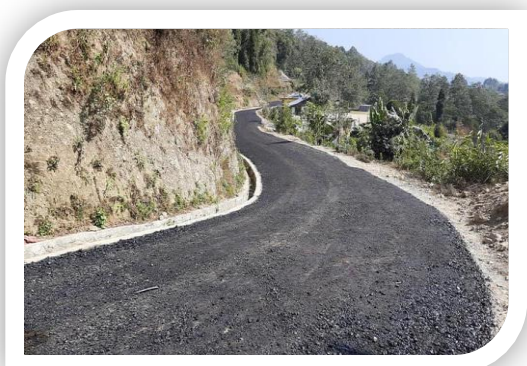
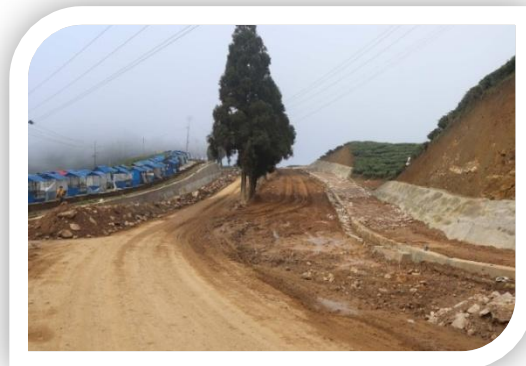
Construction of All Weather Road



Black topping of Road

One of the highest priorities in the current periodic plan is to expand road to increase public access to the transport and foster business and industries. Based on which numbers of initiatives are being taken to build 4 season road following the road standard developed by the Government of Nepal. Following the aggressive road construction plan, all the wards and communities within the municipality are now connected with the Mechi highway, which has allowed farmers to produce and sale their agriculture products in the local market and also surplus product to the nearby towns in Jhapa and Darjeeling.





Constructing all weather roads and foot trails

### 1.15 Energy

95.51% household in Suryodaya Municipality is connected with the national grid for electricity. Additional electricity can be produced and added to national grid from Jogmai and Siddhikhola Rivers that originate and flow from Suryodaya Municipality. Some households in the remote area have solar light and use the kerosene as alternative sources of energy.



Solar Panel Distribution

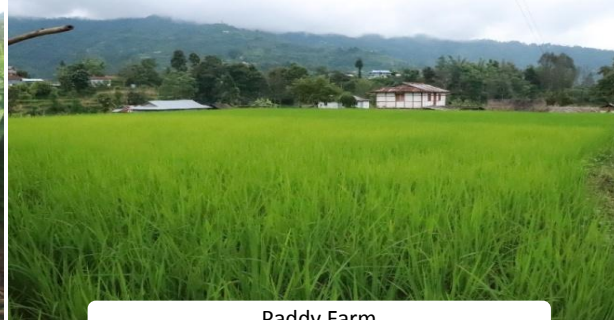
### 1.16 Human Resource Development

According to the Human Development Report 2014, HDI Index of Ilam is 0.578 which is much higher than the national average 0.490. Summary of HDI of Suryodaya Municipality is presented in the Box3.

Box3: Human Development Indicators	
Human Development Indicators	Value
Economically active population from 20 to 60 years	55.60%
Average school age children	4.74 years
Per capita income (US\$)	1260
Human Poverty Index	26.96
Per capita gross income (US\$)	780
Population growth	0.26
Reproductive rate	2.6
Average life expectancy	70 Years



Traditional Cardamom Dryer



Paddy Farm

### 1.17 Strength, Areas of Improvement, Opportunities and Threats

There are much strength existing with Suryodaya Municipality and identified by the local population as well as concerned stakeholders. Some of the key sectoral strengths, areas of improvement, opportunities and threats associated with the sector are briefly described in the table below:

Agriculture	
Strength	Areas of Improvement/ Weaknesses
Conducive environment for all season agriculture farming including production of Orthodox tea and livestock	<ul style="list-style-type: none"> <li>• Ways to increase farm-gate price</li> <li>• Subsidy in agriculture inputs</li> <li>• Increased investment in orthodox tea production, dairy product and meat industry</li> <li>• Market promotion both at national and international level for orthodox tea and livestock product</li> </ul>

Suitable environment for the production of other cash crops such as coffee, broom grass, ginger, turmeric, round chilly, peas, year-round fresh vegetable and lemon	<ul style="list-style-type: none"> <li>• Improvement in Agriculture Value Chain</li> <li>• Post-harvest handling such as harvesting, cleaning, grading, packaging, storage and marketing</li> <li>• Expanding market opportunities</li> <li>• Farmers' targeted program should be launched for producing quality tea.</li> <li>• Tea testing center should be established to check quality of made tea</li> <li>• Marketing of agriculture products</li> <li>• Cold storage centre should be built</li> </ul>
Floriculture is another huge area that has much scope to produce in Suryodaya Municipality mainly the Orchids, Marigold, Roses, Gladiolus etc.	<ul style="list-style-type: none"> <li>• Promotion of production, post-harvest handling and market promotion</li> </ul>
Due to the road connection and market network with Indian cities and other major towns in Nepal like Birtamod, Damak, Dharan, Biratnagar, Pokhara, Kathmandu, there is huge potentiality for the market promotion of agriculture products produced	<ul style="list-style-type: none"> <li>• Requires medium and long-term strategy to strengthen market system and network formally at local, regional, national and international level</li> </ul>
There are some pocket areas particularly in the high hill and mountain region where absolute organic products can be promoted	<ul style="list-style-type: none"> <li>• Concept of organic agriculture farming should be promoted both at producers and consumer level.</li> </ul>
Opportunities	Threats
Increased interest from the private sectors to invest in agriculture sector	<ul style="list-style-type: none"> <li>• Excessive use of chemical fertilizer to increase the crop production and productivity</li> <li>• Private sectors may decline their interest to invest due to National Political Instability and the security threat</li> <li>• Farmers may divert their interest</li> <li>• Low level of knowledge and skills on environmental friendly agriculture and livestock technology.</li> <li>• Unfair competition with heavily subsidized Indian and Chinese agriculture products.</li> <li>• Frequent natural disaster and political instability may disrupt production, post-harvest handling, transportation and market functioning.</li> <li>• Poor business planning skills among the farmers.</li> </ul>
Increased interest from consumer to use agriculture product from Suryodaya Municipality	<ul style="list-style-type: none"> <li>• Quality control at producer level</li> </ul>

Tourism	
Strength	Areas of Improvement / Weaknesses
Full of nature's wonders- mountain view, sunrise, tea garden, waterfalls, lake, rivers, diverse people & culture, religion etc.	Sustainable management of natural resources and tourist destination
Tourist friendly physical infrastructure such as road, hotels and transport facilities, great people & hospitality	Nature's friendly physical infrastructure should be promoted which not only protects and conserves the natural resources but also attracts tourists
	Promotion of tourism marketing across the country and outside
Opportunities	Threats
Private sectors are more interested to invest in tourism sector	Investment security could be a threat
There are more tourist destinations that needs to be explored and be promoted	Pressure in environment due to increased number of tourists
Increased flow of both the domestic and foreign tourists	Due to COVID-19 and other biological threats, hotel management and tourism can greatly be impacted
Increased scope for the Hotel Management Schools and Colleges to run	Low interest of students and parents to invest in hotel management and hospitality education
Industries and businesses	
Strength	Areas of Improvement/ Weaknesses
<ul style="list-style-type: none"> <li>• Availability of basic infrastructures such as all-weather road, transportation, electricity, water facilities</li> <li>• Established market network with Indian Cities, several towns including Kathmandu in Nepal and other foreign countries</li> <li>• Locally available raw materials and easy access to Indian market to import raw materials those are not available locally</li> <li>• Availability of local work-force</li> <li>• Political stability</li> </ul>	<ul style="list-style-type: none"> <li>• Risk sensitive land-use plan should be developed and implemented</li> <li>• Organize market places including declaration of industrial and business zone in the Municipality</li> <li>• Regular maintenance of already built infrastructures including road &amp;, bridges, retention walls, drainage, sewage facilities, water supply network, electricity, health facilities, schools, and campuses</li> <li>• Increase the number of trained youths to make them able to work on various sectors</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Industries such as paper industries, mineral water, juice, homeopathy, coffee, meat, animal feed, local beverage (local wine and beer) etc are seen as an opportunity in the new business and industry sector</li> <li>• Organic farming is another great opportunity.</li> <li>• Rabbit farming</li> </ul>	<ul style="list-style-type: none"> <li>• Out-migration of youths to seek opportunities abroad</li> <li>• Fragile relationship with India</li> <li>• Political instability</li> <li>• Investment security</li> <li>• Natural disaster</li> </ul>





Inspection of tea leaves for harvesting with staff of tea board



Plastic tunnel distribution



Pavestone placement for Tea Testing & Promotion Center



Tea plucking using tools



Tasting local cheese by minister

<b>Banking sectors and financial institutions</b>	
<b>Strength</b>	<b>Area of Improvement/ Weaknesses</b>
<ul style="list-style-type: none"> <li>• Increased population</li> <li>• Diversified businesses and income</li> <li>• Diverse investment areas</li> </ul>	<ul style="list-style-type: none"> <li>• Banking sectors and financial institutions should invest in local capacity building for business planning and implementation to improve overall business environment</li> <li>• Banking sectors and financial institutions should express their commitment to invest CSR fund as a part of local development</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Established market system and network</li> <li>• Multiple business opportunities demanding increased loan facilities</li> <li>• Local investment environment</li> </ul>	<ul style="list-style-type: none"> <li>• Low repayment rate due to fluid economy</li> <li>• Natural disaster may disrupt the market flow</li> </ul>
<b>Cooperatives</b>	
<b>Strength</b>	<b>Area of Improvement/ Weaknesses</b>
<ul style="list-style-type: none"> <li>• Growing interest of community people to join the groups and the cooperatives</li> <li>• Community driven financial institute</li> </ul>	<ul style="list-style-type: none"> <li>• Business literacy skills among the cooperative members</li> <li>• Business analysis and planning skills</li> <li>• Leadership and management skills</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Potentiality to get more members who can join the cooperatives</li> <li>• Investment environment</li> <li>• Repayment skills of group members</li> <li>• Multiple business opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Out-migration</li> <li>• Repayment of loan</li> <li>• Knowledge and skills to run the cooperative</li> </ul>
<b>Education</b>	
<b>Strength</b>	<b>Area of Improvement/ Weaknesses</b>
<ul style="list-style-type: none"> <li>• Local people have understood the importance of education to improve the quality of life</li> <li>• Low school dropout rate and increased number of girls school enrolment</li> <li>• Weather and physical infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Quality of education</li> <li>• Teachers' skill in their respective subject matter and class management</li> <li>• Monitoring of school classes</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Increased investment to deliver quality education</li> <li>• Students can be attracted from neighboring municipalities and districts</li> <li>• Public investment capacity in education</li> </ul>	<ul style="list-style-type: none"> <li>• Out-migration of parents</li> <li>• High mobility of youths in search of better jobs and opportunities</li> <li>• Natural disaster</li> </ul>



Health	
Strength	Area of Improvement/ Weaknesses
<ul style="list-style-type: none"> <li>• Basic physical infrastructure and facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Public health awareness</li> <li>• Health infrastructure and availability of health professionals</li> <li>• Improved health facilities in all sectors</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• High income level among the local citizens</li> <li>• Local government interest to improve the health facilities in the municipality</li> </ul>	<ul style="list-style-type: none"> <li>• Poor motivation of senior health professionals to provide health services at the municipality</li> <li>• Poor trust among the public toward locally available health services</li> </ul>
Water and Sanitation	
Strength	Area of Improvement/ Weaknesses
<ul style="list-style-type: none"> <li>• Local government interest to provide water facilities</li> <li>• Abundant sources of water at local level</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness among the citizens to maintain water facilities time to time</li> <li>• Quality of water supplied</li> <li>• Conservation of water discharge point</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Surplus water can be used for agriculture and livestock farming</li> </ul>	<ul style="list-style-type: none"> <li>• Water leakage and overuse of water</li> <li>• Destruction of forest in the water discharge area (upstream zone)</li> <li>• Poor public awareness</li> </ul>
Forest	
Strength	Area of Improvement/ Weaknesses
<ul style="list-style-type: none"> <li>• Conducive weather to grow trees</li> <li>• Road and other physical infrastructure to grow and market the forest and forest products</li> </ul>	<ul style="list-style-type: none"> <li>• Discouraging illegal logging</li> <li>• Local forest management policy and practice</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Willingness of local government to implement scientific forest management policies and practices</li> <li>• Opportunities of timber and Non-Timber Forest Products (NTFPs)</li> </ul>	<ul style="list-style-type: none"> <li>• Illegal logging</li> <li>• Forest fire</li> <li>• Landslide</li> <li>• Replacement of forest by the tea and other cash crops</li> </ul>
Road and Transportation	
Strength	Area of Improvement/ Weaknesses
<ul style="list-style-type: none"> <li>• Local Government willingness for the road expansion with the support from local communities</li> <li>• Existing road network to maintain year-round transportation services</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of bio-engineering</li> <li>• Establishment of soil test lab in the municipality</li> <li>• Risk sensitive road construction</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Public support for the expansion of road</li> <li>• Appropriate soil and slope for the road construction</li> </ul>	<ul style="list-style-type: none"> <li>• Landslide and soil erosion</li> </ul>

Energy	
Strength	Area of Improvement/ Weaknesses
<ul style="list-style-type: none"> <li>Increased domestic power demand.</li> <li>We have neighbors, India, with huge economies and a large appetite for energy.</li> <li>Growing climate change concerns make hydropower more acceptable electricity option</li> </ul>	<ul style="list-style-type: none"> <li>Although the investment laws protect property rights and ensure recourse to legal system implementation, enforcement of these provisions is an issue.</li> <li>Delay in the processing of documents like permits, approvals, clearances et cetera.</li> <li>Municipality does not have energy strategy plan to streamline hydro-power development</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>If Suryodaya Municipality's grid system is integrated with the National grid system, there will be multiple benefits for the municipality and nation as a whole like revenue generation, rapid industrialization, energy security, employment generation, import substitution of fossil fuels et cetera.</li> <li>Growing interest from neighboring countries and private sectors as builder and financier in Nepal's hydropower development.</li> </ul>	<ul style="list-style-type: none"> <li>Many rules and regulations related to Foreign Direct Investment (FDI) in hydropower are missing.</li> <li>Investor friendly platform to support Local Hydropower and Energy development.</li> </ul>

### 1.18 Methodology for the preparation of periodic plan

The preparation of Suryodaya Municipality Periodic Plan is grounded in a combination of research, stakeholder consultation and service feedback and policy analysis. Summary of each steps followed while developing this plan is briefly outlined below:

#### I. Collection of information:

Various relevant documents and maps were collected from key Government and service authorities and critically reviewed. Government of Nepal, National Planning Commission Secretariat, and Central Bureau of Statistics (CBS) provided population data of Suryodaya Municipality. GIS mapping, illustrating the



With Vice Chairman of National Planning Commission



With Central and Provincial Level Agriculture ministers

newly structured local government areas, was acquired from the Department of Survey. With the help of this information, a map was prepared depicting the municipality's settlements, roads, water bodies, contours, environmentally sensitive areas, agriculture and forest related information. Further settlements of the bazaar and surrounding settlement within the municipality were extracted from Google Earth satellite images and overlaid on the Map. This base map was used for all planning purposes during the study.

The municipality and ward level information were collected from the CBS and other published reports. Annual progress reports and relevant background data were provided by the District Education Office Ilam, District Department of Cottage and Small Industries, District Cooperative Association, and NGO Federation and were critically reviewed. Likewise, the Social Development section and Social Security departments under the Suryodaya Municipality provided social data in the municipality. Other information including legislation, regulations and standards that may influence the preparation of the Land Use Plan, By-Laws, Settlement Plan and Physical Development Plan were collected from Ministry of Urban Development, National Planning Commission, Department of Road, and Ministry of Land Development, Department of Urban Development and Building Construction and other libraries. The Department of Survey also provided provisional zoning maps at cadastral level which has been valuable in determining land use and zoning.



Welcoming Tourism Minister Yogesh Bhattarai

## **II. Preparation of Questionnaire and Checklists:**

The consultant team recognized some considerable gaps and limitations in the secondary data available to inform the plan. This “data gap” highlighted the importance of gathering primary data and information in order to prepare meaningful and implementable plans and programs for the balanced development of Suryodaya Municipality and its linkage with the newly added wards in hinterland. On the basis of secondary data collected and literature review, a series of questionnaires and checklists were prepared in consultation with the municipality for the purpose of primary data collection. Focus Group Discussions (FGD) were held in each ward with different stakeholders including local people, local leaders, women groups, marginalized and ingenious communities, people living with disabilities, and the business community. The base map prepared was used along with the checklist for both socio-economic and land use survey.

## **III. Formation of Steering Committee**

A Steering Committee for the preparation of periodic plan was formed, comprising the Mayor, Deputy Mayor, Chief Executive Officer, Civil Engineer, Planning Officer, and municipality council members. The study team visited all wards of the municipality. The questionnaire survey was conducted in each ward in the presence of ward level representatives from different sectors representing women’s groups, marginalized and indigenous and business communities, Community Forest User’s Groups (CFUGs), Drinking Water and Sanitation User’s Committee. The steering committee facilitated the field investigation, contributing in planning and its execution. Chief Administrative Officer of the municipality acted as Coordinator of the committee and the Civil Engineer of municipality is the member secretary of the steering committee. The study team used observation, measurement, and photography, formal and informal discussion/consultation along with checklist.



#### IV. Establishing a Vision

Prior to the commencement of the periodic plan, the municipality undertook a significant visioning process. The vision was prepared in the presence of representatives from the ward level, line agencies, media and Department of Urban Development and Building Construction officials from the district. A vision paper was developed during this process and was provided by the municipality. The vision is grounded in the potential and prospects of the municipality and its possible lead sectors. The vision provided the foundation context for the formulation of strategies and the plans.



Meeting with Ex-Prime Minister Jhulanath Khanal

#### V. Analysis of Strength, Weaknesses/ Areas of Improvement, Opportunities and Threats (SWOT Analysis)

Community, ward and municipality level strength, weaknesses, opportunities, and threats were ascertained through a participatory process by holding a public gathering at the municipality hall. During the interaction, participants were handed different paper colors to write strength, weaknesses, opportunities, and threats through the group works. Each group works were presented and participants' views were collected.

#### VI. Planning process

The planning process followed a participatory approach. The role of municipality with the help of the steering committee was emphasized. The steering committee met several times to advice on various aspects of plan preparation that included problems and issues identification, establishing strategy and formulating goals, objectives and programs. Municipal level meetings comprising officials of municipality, ward representatives, technical officials from municipality were held to determine the municipality level development problems and needs. The steering committee, with the support of planning team, formulated municipal periodic plan using a Logical Framework Approach (LFA).



Visit of HE Ambassadors of UAE and Saudi Arabia



Mayor with Ambassador of UAE  
and Saudi Arab



Mayor with Ambassador of Israel



Mayor with National Assembly Chairman  
Subash Chandra Nemwang



Announcement program as Tourism City



Mayor with Ambassador of India



Mayor at program in Embassy of Japan



Meeting of Tea buyers with Mayor



Observation tour of orthodox tea garden to buyers



Pavestone placement for Tea Testing & Promotion Center



Tea plucking using tools



## VII. Planning and Identification of different components:

Priorities were set based on community need giving the highest priorities to the neediest families and the communities and aligning that with Federal and Provincial Government Development Priorities. While setting these priorities, working members considered the relevant SDG Goals, Sendai framework for DRR priorities and Paris Climate Agreement. Some of the key priorities identified for the periodic plan are briefly outlined in the following sections:

- i. **Economic Development, Population and Demography:** Current trends and pattern of local economy, population growth and distribution were analyzed and forecasted for next 5, 10 and 20 years. Major sectors considered; Agriculture, Industry and Business, Tourism, Government/ Public Sector, Banking and Financial Institution.
- ii. **Social Development covering the sectors;** Education, Health, Water and Sanitation, Culture, Gender Equality and Social Inclusion
- iii. **Physical Infrastructure:** The Consultant conducted studies on present and future (20 years) supply and demand of physical infrastructures of the municipality and recommended strategies for addressing the deficiencies. Major sectors covered; Road and Bridges, Suspension Bridge, Irrigation, Building and Urban Development, Energy, Micro and Mega-Hydropower Development, and Communication
- iv. **Environment and Natural Disaster Risk Reduction and Management:** Areas of natural hazards, exposure, risk and vulnerability were assessed, with the purpose of developing a disaster and climate resilient municipality. Major sectors covered; Forest and Soil Conservation, Water Resources, Environment and Ecosystem, Climate Change, Waste Management, Management of Water Induced Disaster, and Disaster Management
- v. **Institutional Development, Service Delivery and Good Governance:** Sectors covered; Human Resource Development. Institutional Capacity Building, Setting Standard for Service Delivery, Use of IT in information sharing, Information Management, Mobilization of Revenue, Financial Governance, Strengthening Internal Control System, and External Audit.



### 1.19 Limitations of periodic plan development

While developing this plan, technical team duly considered the provisions and priorities set in Nepal's constitution, Federal and Provincial Policies and Plans, Sectoral Policies and Plans, the 15<sup>th</sup> Federal Periodic Plan, Laws and Bi-laws endorsed by the Federal and Provincial Government, and Laws, Bi-laws, Plans and Policies endorsed by the Suryodaya Municipality. In addition to this, Gender Equality and Social Inclusion (GESI) Framework, Child-friendly local Governance, Federal Guideline and Provisions for the Disaster and Climate Change Risk Reduction and Management were followed properly. The Periodic Plan (2077/78–2081/82) has been developed based on information available from municipal profile-2076, Planning Workshop held in the Suryodaya Municipality and in each Ward. Planning document has incorporated provincial and federal priorities those are applicable in municipal context. Municipality has to prepare its annual plan and budget based on priorities set-forth in this plan.



Tea Trademark of Nepal inauguration program



Periodic Plan Interaction Program



## CHAPTER 2

### VISION, MISSION, GOAL AND OVERALL PROGRAM FRAMEWORK OF THE PERIODIC PLAN

#### 2.1 Background

The constitution of Nepal has clearly listed the rights and duties of all the three tier of government; Federal, Provincial and Local. While exercising the constitutional rights, each government must respect the spirit of co-existence, co-operation, co-ordination and collaboration between all governments. Furthermore, the constitution provides clear guidelines on financial arrangements for federal, provincial and local government to accomplish their roles and responsibilities. In the context of local government, there are two types of financial sources available, tax collection (indirect and direct) and grant received from federal and provincial government. In addition, local government can also generate its revenue through provision of service tax.



Staff Meeting



Welcoming Provincial Finance minister



Nursery bed preparation



Chaff cutter distribution



Mini tiller on 50% aid by municipality for farmers

Following local government operation act 2074 article 24, local government is authorized to prepare and implement periodic plan for its overall development plan of action in its territory. Hence, this is a first periodic plan (2077/78 – 2081/2082) prepared by Suryodaya Municipality.



## 2.2 Vision

“Prosperity of the Suryodaya Municipality: Organic Agriculture, Eco-Tourism and Economic Equality”

### Result Indicators

- Reduced income and distribution inequality
- Increased Human Development Index
- Increased production, productivity, and savings
- Improved living standard as a result of local employment through increased investment in productive sectors



Martial arts training during Covid-19 lockdown period



Plastic tunnel distribution

## 2.3 Mission

Improved standard of living and well-being of municipality through effective, efficient and timely delivery of public services and the implementation of development program to bring sustained economic growth, social transformation, sustainable environment management, institutional development, fiscal management and good governance.

## 2.4 Goal

- Increase agriculture production and productivity
- Prepare environment-friendly infrastructure to promote tourism, socio-economic development and growth
- Build disaster resilient community through sustainable use of natural resources and disaster risk reduction initiatives.
- Improve governance system
- Enhance high economic growth through development of skilled human resource, wider employment opportunities and gender equality



Reward for all respected citizen of municipality



Steel pole distribution for rural area

## 2.5 Quantitative Target

Table below provides a quantitative target of periodic plan

<b>Table- 1:Quantitative target</b>				
<b>Indicators</b>	<b>Unit</b>	<b>Base-year (076/77)</b>	<b>Target</b>	
			<b>079/80</b>	<b>081/82</b>
Human Development Index*	Index	0.504	0.550	0.600
Economic Growth**	Percentage	6.5%	8.5%	9.7%
Gross Domestic Product (GDP)**	NRS (crore)	586.46	797.05	977.96
Per capita annual income**	NRS	102,098	138,780	170,256
Percentage of population engaged in agriculture and livestock	Percentage	81.39%	75%	70%
Average annual growth in agriculture	Percentage	6.5%	9.7%	10%
Percentage of family spending two third of their income to feed their family	Percentage	80%	75%	65%
Percentage of family selling their agriculture products	Percentage	13%	20%	25%
Percentage of residential buildings constructed following National Building Code and Bylaws	Percentage	59%	66%	74%
All-weather road	KM	20	40	60
Forest and bush area	Percentage	55%	58%	60%
Unemployment	Percentage	10.3%	5%	4%
Foreign employment	Number	273	-	341
Property owned by Women member in the HHs	Percentage	11.6%	15%	20%
HHs accessing piped water	Percentage	94%	97%	98%
Population living below the poverty line	Percentage	12.4%	11.7%	11%
Life expectancy	Year	70	-	80
Literacy rate	Percentage	90.4%	-	95%
Public satisfaction from the municipal services	Percentage	30%	-	70%
<b>*National Figure</b>				
<b>**Provincial economic growth rate</b>				

## 2.6 Fiscal Management

In order to achieve the prosperity and well-being of the municipality, an integrated and coordinated financial management approaches will be adapted where contribution from provincial and federal government, cooperatives, bank and financial institution, private sector, community and non-government organizations and development partners will be valued equally. Based on the periodic plan vision, mission, goals and priorities, the required resources will be identified and mobilized to achieve the results.

## 2.7 Fiscal arrangement

Following the provisions made by the constitution of Nepal and inter-governmental fiscal arrangement act 2074, Suryodaya Municipality receives grants from federal and provincial government from the following sources:

- Equalization grant, conditional grant, special grant, supplementary grant, and revenue and royalty sharing from the federal and provincial government
- Authorized program grant from the federal and provincial government (such as social protection and social security, the prime minister employment program, constituency development program grant, Prime Minister Agriculture Modernization project (PMAMP) etc.
- Foreign grant received under international cooperation development policy by the ministry of finance

**Internal Revenue:** Based on the previous practices of revenue mobilization, average annual economic growth, revenue collection from different sources and the possibility of expanding tax base, table 2 provides a projection based on 076/77 approved plan and budget. Out of municipality regular budget, there are also income from other sources in the such as revenue sharing from local institutions, direct program from federal and provincial government and revenue from cooperatives, community forest, private sector investments etc.

**Table-2: Municipality Revenue Projection**

SN	Revenue	Base year (actual) (In 000,000)		Estimated revenue projection (In 000,000.00)					Periodic plan period (077/78-081/82)	
		075/76 (actual)	076/77 (approved)	077/78	078/79	079/80	080/81	081/82	Amount	%
1	Internal revenue	-	563.82	682.85	750.14	824.15	905.56	995.12	4157.82	3.29%
2	Grants available from Federal Government			6,617.00	7,378.70	8,116.57	8,928.23	9,821.05	40,861.55	32.29%
3	Grants available from Provincial Government			1,672.81	1,890.09	2,079.10	2,287.01	2,515.71	10,444.72	8.25%
4	Foreign Grants									
5	Foreign Loan									
6	Internal Loan (Town Development fund)			500.00	750.00	950.00	1,100.00	1,300.00	4,600.00	8.22%
7	Municipality savings and special programs			136.00	149.00	164.56	181.02	199.12	830.30	0.66%
8	Authorized program from federal government			1,398.00	1,537.80	1,691.58	1,860.74	2,046.81	8,534.93	6.74%
9	Authorized program from provincial government			50.00	55.00	60.50	66.55	73.21	305.26	0.24%
10	Carry forward Cash Balance			600.00	660.00	726.00	798.60	878.46	2,663.06	2.89%
	Public Sector Total			11,656.7	13,171	14,612	16,127.7	17,829.5	73,398	58.00%
11	In partnership with Municipality (CFUGs, I/NGOs)			2009.76	2270.92	2519.38	2780.64	3074.04	12654.7	10%
12	Cooperatives			2411.72	2725.1	3023.26	3336.76	3688.86	15185.7	12%
13	Private Sector			4019.54	4541.83	5038.77	5561.27	6148.09	25309.5	20%
	Estimated total investment			20,097.7	22,709	25,194	27,806.4	30,740.5	126,548	100.00%



## 2.8 Sector-Wise Financing

Following factors are considered while preparing the total financial requirement to implement the proposed periodic plan (2077/78 -2081/82):

- Actual income and expenditure statement of FY 2074/75
- Actual income and expenditure statement of FY 2075/76
- Approved plan and budget for the FY 2076/77
- Expenses incurred by the municipality as of Baisakh 2077
- Revenue collection by the municipality till Baisakh 2077
- Municipality sector-wise expenditure report against approved plan and budget FY 2076/77
- Financial report of the authorized program grant from federal and provincial government and projected program for upcoming year
- Financial report of the program jointly conducted by private sector, cooperative, non-government organization and by community participation that are included in approved plan and budget FY 2076/77

While preparing estimated income and expenditure for the year 2077/78 and beyond, FY 2076/77 is taken as base year and accordingly projected the conditional grants allocation from federal and provincial government, revenue sharing and royalty from natural resource. Likewise, while projecting income and expenditure for the FY 2077/78, the decision made by municipality as per local government operation act 2074 article 65, 66 and 67 were also considered.

Based on the analysis, an estimated total NRs 1,265.48 crore is required to accomplish the overall socio-economic development plan envisioned in the periodic plan (2077/78 - 2081/82). Out of which NRs 733.98 crore would come from public sector whereas NRS 531.50 crore is expected from private sector, cooperatives, and non-government organizations. Table 3 below provides the details.



Inauguration of Lepcha Building

<b>Table-3: Sector-wise estimated investment (in value of FY 2076/77)</b>			
<b>SN</b>	<b>Source</b>	<b>Amount (in crore)</b>	<b>Percentage</b>
1	Public Sector	733.98	58.00%
2	Cooperative Sector	151.86	12.00%
3	Private Sector	253.09	20.00%
4	Community and I/NGOs	126.55	10.00%
	<b>Grand Total</b>	<b>1,265.48</b>	<b>100.00%</b>

Out of the total budget estimated 58% comes from federal and provincial government, 12% from cooperatives sector, 20% from private sector and 10% is expected from CFUGs, CBOs, I/NGOs as shown in the figure5.

## 2.9 Classification of expenditure and sector-wise allocation

A total of NRs 733.98 crore is estimated to be spent during the period of periodic plan of which 49396.53 lakhs (67.3%) and NRs.10749.96 lakhs (14.65%) is estimated to be received from federal and provincial government respectively as revenue sharing, financial grant and authorized program grant. Similarly, 4988.12 lakhs (6.80%) from internal revenue, 4600 lakhs (6.27%) from internal loan and 3663.06 lakhs from last year savings is also estimated. During the periodic plan period, investment from public sector is expected to be 73397.67 lakhs (58%) and from private cooperatives and I/NGOs is expected to be 53150.4 lakhs (42%) of the total investment.

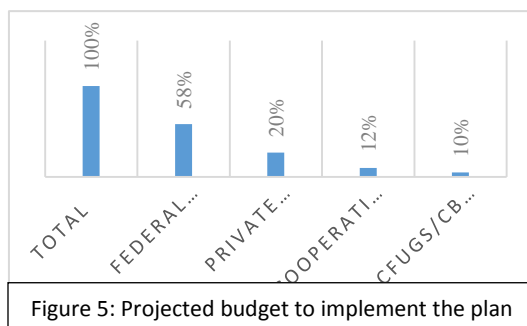


Figure 5: Projected budget to implement the plan

Likewise, Out of total projected expenditure plan NRS 733.98 crore, NRS 381.67crore (52%) is estimated as recurrent and NRS 352.31crore (48%) is estimated as capital expenditure. Based on increasing trend of intergovernmental fiscal allocation from province and federal government during FY 2074/75 to 2076/77, it is believed that the trend would remain same.

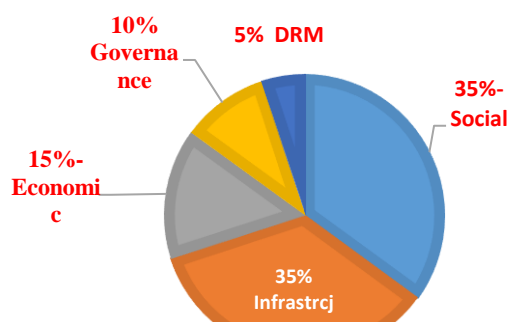


Figure 6: Projected expenditure

FY 2076/77 is base year for the periodic plan; the expenditure represents 15% in economic sector, 35% in social sector, 35% in infrastructure, 5% in environment and disaster management, and 10% in institutional development, service delivery and good governance (Figure6). Based on this allocation, for the entire period of periodic plan, the absolute expenditure amount in economic activities would be NRS 110.10 crore, social sector NRS 256.89 crore, infrastructure NRS 256.89 crore, environment disaster management 36.70 crore and institutional development and service delivery and good governance NRS 73.40 crore that brings a total of NRS 733.98 crore.

**Table-4:** Estimated expenditure and sector-wise ratio in FY 2076/77 value in NRS (000,000.00)

Sector/FY	2077/78	2078/79	2079/80	2080/81	2081/82	Total	Annual increment %
Public Sector	116.57	131.71	146.12	161.28	178.29	734	10%
Recurrent Expenditure	60.61	68.49	75.98	83.86	92.71	381.7	
Capital Expenditure	55.95	63.22	70.14	77.41	85.58	352.3	
<b>Sectorial Expenditure ratio</b>							
Economic Development	17.48	19.76	21.92	24.19	26.74	110.10	15%
Social Development	40.8	46.1	51.14	56.45	62.4	256.9	35%
Environment and disaster management	5.83	6.59	7.31	8.06	8.91	36.7	5%
Infrastructure	40.8	46.1	51.14	56.45	62.4	256.9	35%
Institutional development service delivery and good governance	11.66	13.17	14.61	16.13	17.83	73.4	10%
<b>Total</b>	<b>116.57</b>	<b>131.71</b>	<b>146.12</b>	<b>161.28</b>	<b>178.29</b>	<b>734</b>	<b>100%</b>

The projected NRs 110.10 crore in the economic sector would be spent on agriculture and livestock, eco-tourism, cooperative, promoting agro business, entrepreneurship, commerce and

industry supply chain management, financial sector and employment-oriented production sector. While NRs 256.89 crore in the social sector would be spent on basic and secondary education, health, population control and nutrition, youth and sports, drinking water and sanitation, gender equity and social inclusion, social protection and security. The projected amount of NRs 256.89 crore in infrastructure would be spent on urban road, agriculture road, irrigation facility, electricity and energy, housing and urban development and social infrastructure. The projected amount of NRs 36.70 crore in environment and disaster management would be spent on forest and soil conservation, environmental protection, disaster risk reduction and mitigation. Similarly, projected amount of NRS 73.40 crore on institutional development, governance and service delivery would be spent on to the program to improve the quality of services.

## 2.10 Classification of additional expenditure and sector-wise allocation out from regular budget

In addition to regular budget as they are mentioned above, there would be authorized program grant from province and federal government and is estimated to be NRS 88.40 crore. Out of which NRS85.35 crore and NRS 3.05 crore is allocated from federal and province respectively and that includes social protection and social security program, constituency development program, Prime Minister Employment Program, Prime Minister Agriculture Modernization Project (PMAMP) etc.

## 2.11 Source of Expenditure

Mobilization of inter-governmental fiscal allocation and internal revenue are the key sources to accomplish the program envisioned in the first periodic plan (2077/78 -2081/82).

There is indication of increasing budget size at municipality due to increased internal revenue and the allocation from federal and provincial government. The current ratio of annual budget is 52.47% from internal revenue and 47.53% from provincial and federal government allocation (Figure 7). It is assumed that the allocation from federal and provincial government would be increased in same pace.

A total of NRS 408.62 crore is projected estimation from federal government. Out of which fiscal equalization grants NRS 98.17 crore (24.03%), conditional grant NRS 213.01 crore (52.13%), revenue sharing NRS 79.37 crore (19.42%), royalty from natural resource NRS 6.11 crore, (1.49%), special grant NRS 4.64 crore (1.14%) and complementary grants NRS 7.32 crore (1.79%).

Similarly, a total of NRS 104.45 crore is expected from provincial government in line items of fiscal equalization grant, conditional grant, revenue sharing, special grant and complementary grant. Out of which fiscal equalization grant NRS 4.73 crore (4.53%), conditional grant NRS 74.12 crore (70.96%), special grant NRS 2.32 crore (2.22%), complementary grant NRS 6.11 crore (5.85%) and revenue sharing NRS 17.17 crore (16.44%)

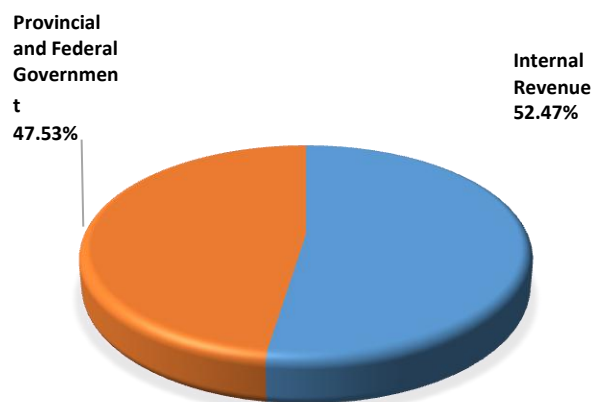


FIGURE 7: SOURCE OF PUBLIC EXPENDITURE



Based on the calculation from different sources, a total of NRS 733.98 crore is expected expenditure over the first periodic plan period. In addition, it is also expected that, there will be dedicated line ministerial program from provincial and federal ministry.

## 2.12 Multiple Resources Mobilization

In order to accomplish periodic plan, municipality would be promoting co-financial and collaborative strategy to mobilize public and private sector, national and international non-governmental organizations as a supplementary sources. A total of NRS 1265.48 Crores is estimated to complete the targeted economic and social development program envisioned in the periodic plan.

### 2.12.1 Resource Mobilization from Public Sector



Tea experts from Germany

There is a need to invest more from public sector for the socio-economic development of the municipality, as the cooperative and private sectors have yet not fully developed and mobilized.

Even in the situation of maximum mobilization of the municipality resource from direct tax or indirect tax, the utmost public investment would not be more than 35% and the rest depend on the allocation from provincial and federal grant.

Hence to reduce the dependency on inter-governmental fiscal arrangement, there is a need to

further explore the possibility of expanding tax base and revenue collection at local level.

As there are sectorial budget allocation out of municipality budget from province and federal government, it is expected that altogether NRS 85 crore (60 crore from federal and 25crore) would be mobilized during the plan period.

### 2.12.2 Resource Mobilization from Cooperative Sector

Cooperative sector has great contribution in Nepal's economy in terms of mobilization of savings, loan flow and for social and economic activities. Suryodaya Municipality has also great potentiality to contribute in socio-economic prosperity. There are altogether 140-registered cooperatives, out of which 70 are actively running while others are less active. They are savings and credit cooperatives, agriculture cooperatives, multipurpose cooperatives, dairy cooperatives, tea production cooperatives, and cardamom production cooperatives. The saving credit cooperatives have annual income of nearly NRS 1002thousands, Agriculture cooperatives have nearly 362 thousands, multipurpose co-operatives have nearly 829thousands, tea and cardamom co-operative have nearly NRs 500thousand and dairy co-operatives have nearly NRS 1000 thousand transaction. Hence from the co-operatives, it is estimated that nearly 20 crore investment value addition in the overall municipality economy. Recognizing the fact that cooperatives contribute in the local economy, municipality will create a conducive policy environment to promote co-operatives locally. With this support, it is estimated that cooperatives will bring additional NRs151.857croreto strengthen local economy further.



Meeting with Tea expert from Germany

### 2.12.3 Resource Mobilization from Private Sector

Municipality has recognized the importance of contribution from the private sectors to bring prosperity in Suryodaya Municipality. Taking into account of mushroomed business opportunities and improved financial security, it is expected that the private sectors will invest more resources. Together with the road network expansion, access to rural small towns have been increased significantly which has become an attraction for the banks and other financial institutions, business owners, small and medium entrepreneurs, investors in agriculture sector, and tourism bringing more employment opportunities for youths thus the prosperity. With the advancement of infrastructure development the expansion and improvement of road, transportation and electricity facilities, a number of business opportunities are opened up for the entrepreneurs and private sectors. Some of the booming opportunities that the municipality has observed in recent years are; opportunities for the banking sectors, business houses, private and public industries, tourism businesses, opening up hospitals and education institutions, organic agriculture and livestock, beverage, minerals and homeopathic medicinal herbs, and floriculture among many others. To attract more investors, municipality is planning to bring flexible tax policies for the private sectors. It is estimated that at the end of periodic plan period private sector investment share will reach at NRs 253.095 crore.



Visiting Antu pokhari Site

### 2.12.4 Resource Mobilization from I/NGOs, Community Forest, and Public Contribution

Taking into account of increasing urbanization, migration trend from other parts of country to this municipality, I/NGO- friendly policies and economic opportunities available in the municipality; municipality would be extending partnership to work with local NGOs/INGOs, foundations and donor communities. Based on resources available with NGOs/INGO, clubs, community Forestry and Interested Individuals and Parties; Suryodaya Municipality welcomes all the parties to join hands.



Ceremony to build ANFA Training Center

The record shows that most of the families are now benefitted from community and lease hold forestry. The share of expenses for FY 2074/75 was nearly NRs 6.00 crore and for FY2076/77 it will be nearly NRS 8.5 crore for municipality economic and social development. It indicates that within the periodic plan, the total expenditure will be nearly NRs. 126.547 crore from these sectors.

### 2.13 Priority Sector of Periodic Plan

Suryodaya Municipality has identified number of priority sectors as below for the proposed periodic plan (2076/77 -2081/82) which needs to be considered while developing an annual plan and the budget:



Ceremony to build ANFA Training Center



Inauguration of football



Celebrating Constitution Day 2076 with participating athletes and peoples representatives

### 2.13.1 Eco-tourism, Organic agriculture, Marketing and Business Establishment

- Promotion of local social and cultural activities, local site visit around Suryodaya primarily to attract Indian tourists from Darjeeling, Sikkim, Mirik, Sukiya Pokhari to extend their stay at least one more day.
- Establishment of information center, promotional service, high speed internet service to promote the importance of eco-tourism.
- Construction of at least 10 Km green-road for cycling and hiking around Suryodaya.
- Establishment of open film studio, evening walk and weekly market place.
- Develop a market linkage and network with the other main business centers and market places in the bordering city to promote agriculture production.
- Promote agriculture enterprises and value chain
- Scale up dairy production, processing and consumption



### 2.13.2 Employment through Production



Chilly Farming



Tea Industry

- Promotion of Public–Private-Partnership (PPP) model in agriculture, tourism, health, education, infrastructure development, hydro-power and handicrafts
- Production of local souvenir that introduce a uniqueness of Suryodaya Municipality
- Self-employment program on bamboo based production using local knowledge and skills
- Provision of subsidy on purchasing electric vehicle serving tourists
- Development of skilled human resource to operate and maintain hydro-power equipment.
- Provision of vocational skills to the youths to run the businesses and participate in skilled based employment opportunities

### 2.13.3 Education, Health and Social Security



Children around Municipality

- Construction and maintenance of school and health post buildings
- Improvement in education system and investment in capacity building of community schools
- Emergency preparedness and controlling the COVID-19 and similar pandemic
- Promotion of child friendly local governance.
- Promotion of social inclusion targeting single women and men.
- Drinking water and sanitation.
- Conservation of local languages, culture and indigenous peoples identity.
- Focused program for the senior citizens, women, children, people with disability, and minorities.
- Insurance based social security and social protection program



Karfok Vidya Mandir

### 2.13.4 Infrastructure Development



Shree Antu Beautification



Primary Health Center, Pashupatinagar

- Building and upgrading road network and construction of all-season road
- Construction of sunrise tower and multipurpose building in Shree antu.
- Construction of ward office, departmental office, and community hall
- Enforcement of National Building Code
- Extension of irrigation facility, improvement in transport operation and management
- Establishment of security system for tourist and visitors



Construction of Concrete Bridge

### 2.13.5 Institutional Development

- Development of information technology and e-governance
- Effective and efficient development administration and public service delivery.
- Enhance knowledge, skills and capacity of municipality staff.
- Increase people's participation on local governance and enhance social accountability.
- Identify resources, resources mobilization and institutional capacity development of municipality.
- Establish local identity and social infrastructure development of municipality
- Develop municipal local law, policies, guidelines, standards and update, revision as required
- Improvement in monitoring, evaluation and reporting system



Fikkal Model Secondary School



Heavy Machine inside Tea Industry



## CHAPTER 3

### SECTORAL DEVELOPMENT GOAL, OBJECTIVE, STRATEGY AND PROGRAM

#### 3.1 Economic Development



Cow distribution program for local farmers on 80% subsidy by municipality



Ginger ready to export



Red Chilly ready to sell

##### 3.1.1 Goal

Increased prosperity of the citizens living in Suryodaya Municipality through the advancement in economic sector, increased production, productivity and per-capita income

##### 3.1.2 Objective, Strategy and Program

S N	Sector and Sub-Sector	Strategy	Program
<b>1</b>	<b>Economic Development</b>		
1.1	<u>Sub-Sector:</u> Agriculture and Livestock  <u>Objective:</u> Increased production and productivity of agriculture and livestock	Advancing agriculture and livestock sector to increase production and productivity including	<ul style="list-style-type: none"> <li>• Policy formulation promoting commercial agriculture and livestock farming</li> <li>• Prepare land use plan to diversify agricultural production</li> <li>• Expansion of agriculture and livestock pocket zone based on production and market feasibility</li> <li>• Promotion of the best agriculture practices, technology- friendly agriculture system, production and marketing.</li> <li>• Promotion of cooperative farming system based on community feasibility and terrace-farming</li> <li>• Promotion of comparatively benefitted food production</li> <li>• Increase investment in agriculture, link One-ward One-</li> </ul>



S N	Sector and Sub-Sector	Strategy	Program
		high value crops	<p>technician campaign to the commercial farmers and cooperatives</p> <ul style="list-style-type: none"> <li>• Disease control (insect, pest) in agriculture, cash crops (mainly cardamom) and livestock (mainly cow)</li> <li>• Value chain while expanding tea plantation, provision of low interest loan to tea producing farmers and small and medium entrepreneurs, fixation of minimum farmer price</li> <li>• Policy for “Best Farmer Rewarding”</li> <li>• Provision of agriculture (crop, livestock), insurance policy to transfer disaster risk</li> <li>• Promoting organic farming following value chain principle</li> <li>• Capacity development of agriculture offices both technical and Institutional</li> <li>• Effective and efficient extension services for agriculture and livestock an</li> <li>• Advancing the agriculture warehouses and subsidy on agriculture input</li> <li>• Promotion of livestock farming as dignified occupation</li> <li>• Diversification of milk product and promoting a commercial production</li> <li>• Linking “One ward One Veterinarian JTA to the commercial farmer and agriculture &amp; livestock cooperatives</li> </ul>
		Ensuring food security and nutrition	<ul style="list-style-type: none"> <li>• Make food and nutrition available to the vulnerable group in the community with special focus on child, pregnant women and lactating mother nutrition</li> <li>• Reduce the use of pesticide to achieve pesticide free municipality.</li> </ul>
1.2	<u>Sub-sector:</u> Land Management  <u>Objective:</u> Appropriate use of land	Development of Land-use plan and its implementing	<ul style="list-style-type: none"> <li>• Classification of land based on federal land-use policy 2072 (Low-land, up-land, commercial farming land, human-settlement area, urban area, open space, weekly market area, school/education area, forest area, agriculture entrepreneur/industrial area, flood, land slide and high risk area)</li> <li>• Implement land administration services through the e-governance</li> <li>• Discourage absentee agriculture land</li> <li>• Promote terrace and leasehold farming system to promote commercial farming</li> </ul>
1.3	<u>Sub-sector:</u> Cooperatives  <u>Objectives:</u> Develop Cooperatives to support agriculture and economic development	Increase economic wellbeing of community members through the active engagement in co-operative	<ul style="list-style-type: none"> <li>• Policy formulation for the institutional development of cooperatives</li> <li>• Encourage farmers’ group to affiliate with cooperatives</li> <li>• Create an enabling environment to engage multiple stakeholders who can provide agriculture technical support services, agriculture loan, micro-enterprise for public economic growth</li> <li>• Capacity development of functional cooperatives</li> <li>• Engage unemployed youths and low income families with the agriculture cooperatives to train them on knowledge and skills that required to become self-entrepreneurship</li> </ul>
1.4	<u>Sub-sector:</u> Industry	Development of	<ul style="list-style-type: none"> <li>• Develop Suryodaya Municipality as all-season tourist hotspot</li> <li>• Attract maximum number of tourists, develop and establish Tea</li> </ul>

S N	Sector and Sub-Sector	Strategy	Program
	<u>Objectives:</u> Promote industry based on locally available raw materials, resources, technology and skills to create employment opportunity	entrepreneurship and industry to create employment  Identifying and promoting agro-based entrepreneurs	Study and Research Center as a strategy <ul style="list-style-type: none"> <li>• Support for infrastructure development (such as access road, drinking water, electricity) to establish industry that provides employment for at least 10 people</li> <li>• Special subsidy provision on tax for tourism business that provide employment for at least 20 people</li> <li>• Facilitate export and marketing of locally produced goods and services</li> <li>• Coordination and collaboration among stakeholders working in commerce and industries</li> </ul> <ul style="list-style-type: none"> <li>• Facilitate to establish agro-based industry and entrepreneurs</li> <li>• Facilitate public- private partnership model for establishing agro-based processing industry/entrepreneurship</li> <li>• Promote private sector for high value product (such as cardamom, Ginger) based on market demand nationally and internationally</li> </ul>
	<u>1.5 Sub-sector:</u> Tourism  <u>Objective:</u> Development of tourism as a source of local employment and income generation	Ensure basic services and facilities to develop and expand tourist destination	<ul style="list-style-type: none"> <li>• Develop and promote of Eco-tourism</li> <li>• Develop ward -1 Upper Gorkhe Thumke as special protection zone for red panda and promote eco-tourism</li> <li>• Coordinate with province and federal government to develop a special tourism destination Kanyam – Fikkal- Shree Antu circuit recognized as one of the 100 must visit destination in Nepal</li> <li>• Develop and implement standard of Good Tourism Practice</li> <li>• Develop tourism plan considering internal and external (Indian and others) tourist demand and possibility</li> <li>• Promote Local Gift House</li> <li>• Collaborate between public and private sector for religious, cultural, agriculture and fun tourism</li> </ul>
1.6	<u>Sub Sector:</u> Trade and Commerce <u>Objective:</u> Foster economic growth of the Municipality	Promotion of Trade and Commerce	<ul style="list-style-type: none"> <li>• Facilitate easy and simple registration and tax process to establish the business</li> <li>• Install price list of items in every shop</li> <li>• Prepare and effectively implement standard guideline for market regulation and monitoring</li> <li>• Set a system to manage conventional open market (street and weekly market)</li> </ul>
1.7	<u>Sub Sector:</u> Employment  <u>Objective:</u> Creation of additional employment opportunity	Development of human resource to create employment	<ul style="list-style-type: none"> <li>• Plan and implement human resource development</li> <li>• Support foreign employment returnee youth to establish a business based on their skills</li> <li>• Conduct self-employment program targeting to low income youth group</li> <li>• Provide business training and capital loan to youth for self-employment</li> <li>• Facilitate to modernize the traditional occupation to expand the employment opportunity</li> <li>• Promote industry and business that provides employment for local people</li> </ul>
1.8	<u>Sub Sector:</u> Banking  <u>Objective:</u> Local economic	Develop banking sector as important partner for	<ul style="list-style-type: none"> <li>• Develop saving and investment friendly environment Promote citizen to open bank account</li> <li>• Promote culture of savings through saving group targeting to lower-middle income group</li> <li>• Increase access to bank services for all</li> </ul>

S N	Sector and Sub-Sector	Strategy	Program
	growth	economic development	<ul style="list-style-type: none"> <li>• Provide agriculture loan to foreign employment returnee youth to attract on agriculture business</li> <li>• Promote bank and finance institution to increase investment on agro based small entrepreneur</li> </ul>

### 3.2 Social Development

#### 3.2.1 Goal

Increase access and quality public services such as basic education, health, drinking water, sanitation and hygiene and social security



Nature preservation by school kids



Reward program for Social Service

#### 3.2.2 Objective, strategy and program

S N	Sector and Sub-Sector	Strategy	Program
2	<b>Social Development</b>		
2.1	<u>Sub - Sector:</u> Education  <u>Objective:</u> Access to quality and life-skilled education for all	Increase access to education for the children of all area, class, community and age group  Focus on quality, skilled based and employment-oriented education	<ul style="list-style-type: none"> <li>• Mapping all schools of municipality area, monitor schools its permission, approval and merger while preparing school mapping</li> <li>• Develop indicators and systematize for early childhood development center</li> <li>• Emphases equally on reducing school dropout and enrolment, conduct special initiation to stop dropout rate for the children from <i>Dalit</i> and marginalized community</li> <li>• Campaign on “<i>Suryodaya Nagarpalika Ko Ichha: Choree Buhari lai Sikchha</i>”</li> <li>• Localize education flash report with data</li> <li>• Prepare reference text books and implement as a local curriculum on tea state farming for grade 6 to 8 student</li> <li>• Provide special packages for girls child and adolescent girls to stop dropout</li> <li>• Provide technical education on agriculture, animal health, industry, tourism and employment-friendly sector</li> <li>• Increase ICT facility and use in all school</li> </ul>



			<ul style="list-style-type: none"> <li>• Coordinate private, public schools and local government for quality education</li> <li>• Provide prize for best results performed community school and students</li> <li>• Program for institutional development of School Management Committees</li> <li>• Practice school merger with clear standard indicators</li> <li>• Develop school infrastructure based on clear standard indicators</li> <li>• Conduct program on professional development of teachers</li> <li>• Develop child-friendly school across municipality</li> </ul>
2.2	<p><u>Sub - Sector:</u> Health</p> <p><u>Objective:</u> Increase access to health services for all area, class, community and age groups</p>	Access to quality, basic health services to its people through concerted effort of coordination among inter-government, private, community and non-government organization and health service providers	<ul style="list-style-type: none"> <li>• Plan and implement health and nutrition services</li> <li>• Improve institutional structure of health service (physical infrastructure, equipment, human resource) and management</li> <li>• Make child and disability-friendly and earthquake resistance health post/hospital buildings</li> <li>• Conduct awareness program on “prevention is better than cure” through behavioral change, food habit, health safety practice</li> <li>• Program to develop capacity of allopathic treatment human resources</li> <li>• Improve physical infrastructure of health post and hospital buildings</li> <li>• Ensure regular supply of basic medicines</li> <li>• Prepare plan for pandemic (such as COVID-19) through provision of emergency health fund, equipment and physical infrastructure</li> <li>• Improve lab capacity (testing COVID-19 and other diseases) of Health Center at Pashupatinagar</li> <li>• Establish health service having birth center facility in each ward</li> <li>• Program to have a compulsory health insurance for all citizen</li> <li>• Set standard operating and monitoring of private clinic, hospital, pathology lab and health service organizations</li> <li>• Provide an alternative power supply system in all health service centers</li> </ul>
2.3	<p><u>Sub Sector:</u> Drinking water and sanitation</p> <p><u>Objective:</u> Access to clean drinking water and sanitation services to all</p>	Access to water sanitation and hygiene (WASH) facility	<ul style="list-style-type: none"> <li>• Identify the area not covered by WASH and provide the services</li> <li>• Clarify role of community to protect drinking water source and water sources</li> <li>• Implement the policy of One house, One tap and One toilet</li> <li>• Improve child friendly and disability friendly toilet facility to all government buildings, schools, and community buildings</li> </ul>

	citizen		<ul style="list-style-type: none"> <li>• Increase the number of public toilet and improve the service, stop practice of waste disposal at river, stream or public places</li> <li>• System of punishment if chemical fertilizer or pesticide used within periphery 50 meter of drinking water source or flowing area</li> <li>• Stop tree cutting or bush clearance within a periphery 25 meter of drinking water source</li> <li>• Prepare an integrated master plan a protected area for ward 1 to preserve water sources</li> <li>• Conduct a campaign to maintain vegetation and plantation to preserve drinking water source,</li> </ul>
2.4	<u>Sub-sector:</u> Information and communication  <u>Objective:</u> Increase access to information for all citizen	Fulfillment of citizen's right to information	<ul style="list-style-type: none"> <li>• Revise the policies and laws to improve the public access to information and communication</li> <li>• Broadcast information about municipality development program through public media</li> <li>• Increase citizen access to mobile phone</li> <li>• Support initiative to make effective email, internet services</li> <li>• Promote local print media</li> <li>• Expansion of FM radio coverage</li> </ul>
2.5	<u>Sub-sector:</u> Language and Culture	Preservation and protection of local language, art, religion and cultural heritage	<ul style="list-style-type: none"> <li>• Develop policy to preserve and protect local language, art, religion and cultural heritage</li> <li>• Promote people participation to preserve and protect local language, art, religion and cultural heritage</li> </ul>
2.6	<u>Sub Sector:</u> Gender Equity and Social Inclusion(GESI)	Capacity development of women and marginalized community	<ul style="list-style-type: none"> <li>• Tax rebate up to 35% in registration of women led business establishment</li> <li>• Implement policy that ensure 40% of women participation in user's committee, cooperatives and other organizations</li> <li>• Develop entrepreneurship targeting <i>Dalit</i> community</li> <li>• Support, coordination and marketing the products produced by socially excluded people</li> <li>• Promote targeted people and community to engage in self-employment</li> <li>• Allocate share of municipality annual budget to respond targeted people's need and demand</li> </ul>
		End all forms of social and gender based discrimination and violence	<ul style="list-style-type: none"> <li>• Establish senior citizen meeting center (<i>Milan Kendra</i>) in each ward</li> <li>• Effective implementation of all forms of discrimination against women</li> <li>• Prioritize the program for socio economic development of socially excluded people</li> <li>• Special program against all forms of discrimination to women, children and marginalized people</li> </ul>

2.7	<u>Sub- sector:</u> Youth and Sports  <u>Objective:</u> Enabling environment for youth entrepreneurship	Capacity development of youth to engage in social economical and sports activities	<ul style="list-style-type: none"> <li>• Conduct youth focused skilled training to become entrepreneur</li> <li>• Capacity development of youth to engage in self employment</li> <li>• Support traditional occupation and business as market demand</li> <li>• Youth volunteer mobilization on disaster management, environment protection, education, health and sports</li> <li>• Encourage private sector involvement in sports sector</li> <li>• Prepare and organize Municipality level annual sports calendar</li> <li>• Build One ward One sports ground</li> <li>• Provide special incentive to the player who become national player</li> </ul>
2.8	<u>Sub-sector:</u> Children  <u>Objective:</u> Ensure Child Rights	Establishment of child friendly municipality, capacity development of adolescent girls and boys	<ul style="list-style-type: none"> <li>• Localizing child-friendly local governance system</li> <li>• Policy development and implementation of child protection and child participation</li> <li>• Develop policy to ensure systematic child participation in the development plan</li> <li>• Control child marriage, child labor, and violence against child and adolescent</li> <li>• Increase meaningful participation of child and adolescent in the Municipality annual planning and budgeting process</li> <li>• Special package program and incentives to child friendly-declared ward</li> </ul>



### 3.3 Infrastructure Development



Beautification of municipality gate



Inspection of small irrigation project by Deputy Mayor

#### 3.3.1 Goal

Increase infrastructure development, access to services and improve quality

#### 3.3.2 Objective, Strategy and Program

S N	Sector and Sub-Sector	Strategy	Program
<b>3</b>	<b>Infrastructure Development</b>		
3.1	<u>Sub-sector:</u> Road and Bridge  <u>Objective:</u> Increase road access to all ward	Construction of black-top road and improve in transportation management system	<ul style="list-style-type: none"> <li>• Develop road network to all wards and Municipality center</li> <li>• Develop risk reduction measure for environment, drinking water source, forest, agriculture land during design and construction of road</li> <li>• Implement by-laws and standard of local, province and national road</li> <li>• Improve the transportation service to all the wards throughout the year</li> <li>• Complete the ongoing bus park and other infrastructure construction</li> <li>• Improve management of vehicle parking in and around Fikkal Bazaar</li> <li>• Coordination and collaboration with private sector in operation and management of public vehicles</li> </ul>
3.2	<u>Sub-Sector:</u> Irrigation  <u>Objective:</u> Increase access to irrigation facility through-out the year	Improve existing and add new irrigation facility and system	<ul style="list-style-type: none"> <li>• Prepare by-laws for the utilization of water resource, protect source to improve the existing canal</li> <li>• Prioritize the project that serves both possibility of agriculture development and peoples participation</li> <li>• Extend irrigation facility based on agriculture pocket area</li> <li>• Support financially and technically to user's farmers group to improve the traditional irrigation system, develop new technology in irrigation system</li> <li>• Coordination and collaboration with stakeholders and partners on agriculture and irrigation</li> </ul>
3.3	<u>Sub - sector:</u> Buildings and urban development  <u>Objective:</u> Safe residence and urban infrastructure	Development of urban infrastructure  Effective implementation of National	<ul style="list-style-type: none"> <li>• Maximize the use of information technology in infrastructure development plan, Develop institutional and infrastructure plan for eco-tourism, develop of basic urban infrastructure</li> <li>• Implement and adopt urban development code</li> <li>• Discourage construction of houses in high risk area, cultural heritage site and agriculture land</li> <li>• Promote integrated housing development plan</li> <li>• Replace straw roofing of poorest household into CGI sheet</li> </ul>

	development	Building Code	roofing <ul style="list-style-type: none"> <li>• Implement national building code, by-laws and adoption of earthquake resistance technology to all private and public buildings</li> <li>• Stop buying and selling the piece of land in Municipality area less than 190.78 Sqm or 6 aana</li> </ul>
3.4	<u>Sub- sector:</u> Energy  <u>Objective:</u> Increase citizen access to energy	Building efficient electricity extension and distribution system	<ul style="list-style-type: none"> <li>• Extend distribution line to the un served area based on cost sharing</li> <li>• Encourage people participation in controlling the electricity leakage</li> <li>• Extend three-phase line to tea processing plant, small, medium and big factory and commercial centers in coordination with NEA,</li> <li>• Transfer ownership of community hydropower plant to NEA</li> </ul>
		Production and consumption of alternative and renewable energy	<ul style="list-style-type: none"> <li>• Explore the possibility of alternative energy and link all domestic users into the national power grid</li> <li>• Replace traditional candle light and lantern practiced households to the electricity line within two year</li> <li>• Develop policies for renewable and alternative energy</li> <li>• Encourage private and public investment for the construction of small scale hydropower plant</li> </ul>
3.5	<u>Sub- sector:</u> Local infrastructure  <u>Objective:</u> Enhance local infrastructure development	Advancement of local infrastructure	<ul style="list-style-type: none"> <li>• Mobilize users group or community organizations for the maintenance of infrastructure constructed by municipality</li> <li>• Prepare infrastructure development project minimum of 3 lakhs and above forward-level and 10 lakhs and above for municipality level</li> <li>• Coordinate with provincial and federal government for ward-level pride project</li> <li>• Construct project that are environment friendly, child friendly, disability friendly and disaster risk reduction dimensions</li> </ul>

### 3.4 Forest, Environment and Disaster Risk Reduction and Management

#### 3.4.1 Goal

Promotion of green development based on climate and environment friendly intervention



Plantation for greenery municipality

### 3.4.2 Objective, Strategy and Program



Distribution of Plants

S N	Sector and Sub-Sector	Strategy	Program
4	<b>Forest environment conservation and disaster risk reduction</b>		
4.1	<u>Sub-Sector:</u> Forest  <u>Objective:</u> Conservation of forest, environment, bio-diversity and watershed area	Production of Non-Timber Forest Product (NTFP), biodiversity, land and watershed conservation through community participation	<ul style="list-style-type: none"> <li>• Control forest area encroachment</li> <li>• Increase municipality income through forest and NTFP production, conservation and utilization</li> <li>• Coordination and collaboration among stakeholders (government and non-government, private) working on forest and forest product, bio diversity and watershed management</li> <li>• Organize Go-Green campaign</li> <li>• Increase people's participation in conservation of forest and watershed</li> <li>• Localizing sustainable development goal and its implementation</li> <li>• Facilitate the services to the forest product business thorough ward office</li> </ul>
4.2	<u>Sub-Sector:</u> Environment protection, climate change, solid waste management  <u>Objective:</u> Development intervention and human activity are to be climate and environment friendly	Conduct environment protection and pollution control activities  Coordination and collaboration with community on solid waste management	<ul style="list-style-type: none"> <li>• Organize environment awareness program, operate environment-friendly development program</li> <li>• Explore new technology for solid waste management</li> <li>• Identify open space, develop children park and its management</li> <li>• Develop infrastructure that are environment and climate change friendly</li> <li>• Construction campaign of One pond One ward to reduce the climate change impact</li> <li>• Planting two tree at the expense of single tree</li> <li>• Implement policy two tree gift in municipal annual day to its resident, reduce the use of plastic bag</li> <li>• Encourage residents to separate the household waste bio-degradable and non-degradable and ward committee takes lead for waste management.</li> <li>• Plan to prepare and organize for total sanitation practices</li> </ul>
4.3	<u>Sub-Sector:</u> Disaster risk reduction	Institutionalization of disaster risk	<ul style="list-style-type: none"> <li>• Mapping of vulnerable area</li> <li>• Effective implementation of disaster risk reduction and management policy</li> </ul>



	<p><u>Objective:</u> Mitigation of loss and damage from disaster</p>	<p>management</p> <p>Implementation of disaster risk reduction as multi sector approach</p>	<ul style="list-style-type: none"> <li>• Focus work on disaster risk reduction dimension in every infrastructure development</li> <li>• Organize awareness program on vulnerability, hazard, disaster and risk management</li> <li>• Improve in management of emergency fund</li> <li>• Promote collaborative efforts for disaster risk reduction and management among government, private and public sector</li> <li>• Prepare disaster preparedness plan (mechanism, resource, tools and equipment)</li> <li>• Support capacity development of vulnerable community for emergency response and management</li> </ul>
4.4	<p><u>Sub-Sector:</u> Conservation of fauna, flora, bio-diversity and wetland</p>		<ul style="list-style-type: none"> <li>• Increase forest area in private and community land on the existing watershed and sub-watershed area</li> <li>• Promote community participation in the conservation and management of wetland area</li> </ul>

### 3.5 Institutional Development and Good Governance

### 3.5.1 Goal

Promoting good governance through skilled, transparent, accountable and results oriented administration system



## Using walkie talkie as municipal communication



## Public hearing and interaction program

### 3.5.2 Objective, Strategy and Program

S N	Sector and Sub- Sector	Strategy	Program
5	<b>Institutional development and good governance</b>		
5.1	<u>Sub-sector:</u> Development administration  <u>Objective:</u> Municipality citizen receive effective and result oriented services	Improve in public service delivery          Mobilization of NGO in economic and social sector	<ul style="list-style-type: none"> <li>• Develop Standard Operating Procedure (SOP) and its implementation for Municipality services</li> <li>• Develop code of conduct for Municipality staff</li> <li>• Improve public service monitoring system</li> <li>• Establish a system of management audit</li> <li>• Conduct third party monitoring system</li> <li>• Results based performance management system</li> <li>• Compulsory installation of “Project Information Board” for the project costing 5 lakhs and above</li> </ul> <ul style="list-style-type: none"> <li>• Mapping of non- government organizations, update regularly the records of non- government organizations</li> <li>• Support and coordination to mobilize non- government organizations for the municipalities’ priority sectors</li> <li>• Inclusion of non- government organizations program in the</li> </ul>

			municipality annual plan and budget • Establish the system of monitoring and evaluation of all the program conducted by NGOs
	Efficient use of available resources	Effective tax administration system	• Develop policy for fiscal discipline and budget plan • Regularly update the public expenditure system to manage the change • Capacity development for maximizing the capital expenditure • Ensure allocation of resource for the priorities set by periodic plan based on Medium Term Expenditure Framework (MTEF) • Increase investment on agro-based production, entrepreneurship development, employment and poverty reduction program • Introduce transparent and progressive taxation system • Policy priority for widening tax base rather than tax rate • Provision of minimum services charge for municipality's services • Improve digital recording system for tax revenue • Improve public expenditure system to efficient use of available resources • Improve revenue administration system • Fully align the periodic plan, sectorial development plan and annual plan • Discourage non-budgetary expenditure • Capacity development on public finance management • Develop of the system to mitigate the financial risks
5.2	<u>Sub-Sector:</u> Public service and good governance	Promoting rule of law through transparent and accountable public services	• Ensure stakeholders participation in preparation of policies, laws, guidelines, standard and by laws • Adoption of inclusive policy • Prepare citizens charter including the provision of compensation • Systematize the monitoring of food items in the market • Improve internal control mechanism, public information system through information technology • Deliver transparent and quality services by ward office too
5.3	<u>Sub- Sector:</u> Human Resource Development	Capacity development of Human Resource to deliver results oriented services	• Carryout/update the operation and management (O&M) survey to determine structure, staff number based on requirement • Conduct a Training Need Assessment (TNA) for representatives and staff team • Conduct training for tole users group, community organization, child club and networks based on their needs • Train staff and representatives to make them IT friendly • Provision of staff carrier growth based on performance results • Systematize staff administration
5.4	<u>Sub-Sector:</u> Institutional development for digital information technology	Development of Information technology	• Practice important decisions and information of municipality's through uploading in the municipality webpage for public consumption • Develop municipality team as information technology friendly

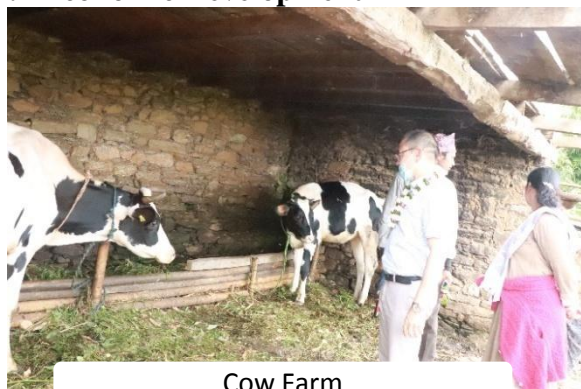
			<ul style="list-style-type: none"> <li>• Develop a mobile apps for easy access to information and service of Municipality</li> <li>• Develop E-agriculture concept for binding farmers group and cooperatives</li> </ul>
5.5	<u>Sub - Sector:</u> Social Security  <u>Objective:</u> Citizen access to social security and social protection program based on national and local policies	Effective social security and social protection system	<ul style="list-style-type: none"> <li>• Systematize the social security and its documentation system</li> <li>• Allocation of required resource for social security and social protection</li> <li>• Introduce social security allowance through bank transfer system for easy access</li> <li>• Integrate recording system of social protection program</li> <li>• Establish senior citizen knowledge center</li> <li>• Organize regular interaction program and meeting among inter-generation people to transfer the knowledge and skills to the new generation</li> <li>• Establish, manage and monitor old age home in collaboration with private sector,</li> <li>• Construct all the public infrastructure (public place, road, building, hospital, public toilet, sports ground etc) child and disability friendly</li> </ul>
5.6	<u>Sub- Sector:</u> Monitoring evaluation and reporting system  <u>Objective:</u> Result oriented M&E system	Inclusion of SDG and sectoral development plan in annual plan and budget  Improve in reporting system to ensure the result oriented M&E	<ul style="list-style-type: none"> <li>• Localize SDG</li> <li>• Promote and adopt participatory planning and monitoring system, promotion of joint monitoring</li> <li>• Development of M&amp;E Framework</li> <li>• Emphasis on medium term expenditure framework during annual planning</li> <li>• Alignment of results in planning and reporting process</li> <li>• Institutionalize of third party monitoring by specialists for periodic and annual plan and projects</li> <li>• Ensure third party monitoring of the project value NRS10 million or above after completion of two year</li> <li>• Ensure all the report publicly available for monitoring evaluation and annual progress report</li> <li>• Ensure annual planning process informed by recommendation from monitoring and evaluation report</li> </ul>



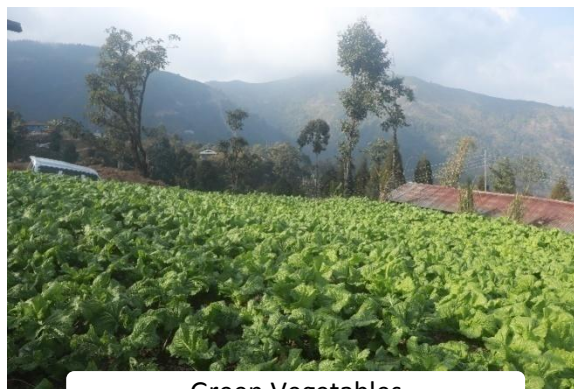
## CHAPTER-4

### RESULT INDICATORS

#### 4.1 Economic Development



Cow Farm



Green Vegetables

#### Objective:

Enhanced well-being of people living in the Municipality through increased gross domestic production and per-capita income

SN	Result	Result Indicators	Unit	Baseline	Target by the end of periodic plan
4.1.1	Increased production and productivity of agriculture and livestock	Population engaged in agriculture sector	%	81.39	70
		Coverage of agriculture land	%	42.54	42.54
		Irrigated land	Ha	708	808
		Per capita agriculture production	K.G.	150	180
		Establishment of Tea Factory and its operation	No.	63	73
		Commercial agriculture farm and cooperatives	No.	0	10
		Agriculture Research Center	No.	2	3
		Soil Test	of HH	0	8129
		Availability of organic manure, bio-pesticide, and improved crop seeds	of HH	0	8129
		Agriculture zoning	No	Vegetable and Chayote- 3	Chayote zone-1, Cowzone-1, Teazone-1, Coffee block -1, Vegetable pocket -10
		Training on modern agriculture technology and farm mechanization	No.	N/A	2100 trained farmers and 525 Agriculture Farm Equipment
		Commercial livestock farming	No.	Milking Cow: 15399 Buffalo: 843 Goat and Sheep: 44406 swine:2546	Milking Cow- 16068, Buffalo- 943, Goat and Sheep- 59406,swine- 2877

SN	Result	Result Indicators	Unit	Baseline	Target by the end of periodic plan
		Milk production/ day	Liter	37439	46799
		Dairy farm	No.	63	70
		Milk Collection Center	No.	62	78
		Meat Production (Annual)	MT.	455.09	556.86
		Improvement of cow shed	No.	215	1500
4.1.2	Business promotion and enterprise development through the cooperatives	No. of cooperatives	No.	140	220
		Annual Fund mobilization through cooperatives	Rs.	140 million	250 million
		Population involved in cooperatives	%	25	40
		Financial Management Capacity Building training of cooperatives	%	-	50% Cooperative members
		Establishment of Industries run by cooperatives	-	6 Tea Factory	10- agriculture based industry and 14-
		HH with Bank Accounts	%	43	55
		No. of farmers taken agriculture loan	No.	0	50
4.1.3	Tourist friendly facilities and infrastructure	Identification of tourist destination	No.	5	10
		Construction of public toilet in Shriantu	No.	0	1
		Construction of tourist hub	No.	0	1
		Construction of Film shooting spots	No.	0	1
		Tourist route construction	Km	0	10
		Establishment of Buddha park in Pashupatinagar	No.	0	1
		No. of hotels and lodges	No.	88	97
		No. of resort	No.	12	14
		No. of Home stay	No.	57	66
		No. of restaurants	No.	133	148
		Construction of Agriculture Tourism Centers	No.	0	5
		Identification of tourist destination and promotion of Tourism at international level	Regular	53	<ul style="list-style-type: none"> <li>• Operation of Tourist Communication Center</li> <li>• Tourist March-1</li> <li>• Paragliding -2</li> <li>• Religious Tourism Center-1</li> </ul>

SN	Result	Result Indicators	Unit	Baseline	Target by the end of periodic plan
					<ul style="list-style-type: none"> <li>• Operation of Yoga and natural therapy center</li> <li>• Establishment and Operation of Homeopathic Hospital and Meditation Center</li> </ul>
		Incoming local and foreign tourist	No.	500000	600000
		Formulation of policy to promote tourism	No.	-	Tourism Promotion Policy is formed and implemented
4.1.4	Increased employment opportunities (Minimum employment opportunities are created for everyone)	Skilled human resources	%	10	50
		Establishment of agriculture and non-agriculture industries	No.	0	One each ward
		Establishing a Job-Hub Center for effective coordination and communication between employer and employee	N/A	0	One at Municipality level and one in each ward
		Decreased unemployment rate	N/A	0	100-days minimum wage in a year
		Self-employed	No.	132	300
		No. of hotels, restaurants, home stay, and tea shops	No.	290	500
		No. of HH/person living outside home in search of jobs	No.	8186	6500
4.1.5	Land Management	Landless Family	No.	0	Reduced at 50%
		Leasehold farming	Ha.	0	Operated with the policy in place
		Population with their own houses	%	94.1	100

## 4.2 Social Development



Students Wearing Ethnic Dress



Mushroom Farming



SN	Result	Result Indicators	Unit	Baseline	Target by the end of periodic plan
4.2.1	Improvement in school education	Gross literacy rate	%	90.4	95
		Women literacy rate	%	87.25	95
		Men literacy rate	%	93.55	95
		Pre-school child care center	No.	55	68
		School enrolment of children with pre-school experience	%	-	100
		High school enrolment	%	-	100
		School drop-out rate	%	-	3
		Teacher-Student Ratio	Ratio	1:12	1:20
		No. of students enrolled in IT education with computer facilities	No.	4	14
		Library that can accommodate 30 students at once	No.	13	15
		Schools with Science Lab Facilities	No.	-	14
		Community schools thought both in Nepali and English Language	No.	-	3
		Schools with boys and girls toilet separately	%	84.62	100
		School with PWDs friendly toilets	%	16	60
		School with clean drinking water	%	60	100
		School with vocational education facilities	No.	1	3
		Achievements from learning	%	45	65
		Child friendly school	No.	5	14
4.2.2	Improvement in public health	Children vaccinated fully	%	60	100
		Pregnant women accessing the health services	%	34	80
		Monitoring of under 2-child growth rate	%	94	99
		Safer delivery rate	%	20.8	90
		Respiratory health check of children under 5	-	5314 (ARI Children- 1026)	Reduced in ARI
		Under-weight 5-years children	%	-	5
		Health facilities for complex delivery	-	2 (Fikkal and Pashupatinagar)	Increased the capacity of Fikkal Health Post to 25-beds
		Access to basic health services	-	Health posts in 9-wards	Health posts across the 14-wards

SN	Result	Result Indicators	Unit	Baseline	Target by the end of periodic plan
		HHs with health insurance	%	20.87	80
4.2.3	Improvements in child-rights	Number of child-marriage cases (marriage below 18-years)	No.	183	0
		Marriage in early age (19-20 years)	No.		0
		Children working as child labor outside home	No.	33	0
		No. of child labor	No.	41	0
		Children under 5 with birth certificates	%	87.23	100
		Child friendly ward	No.	0	14
4.2.4	Increased access to drinking water and sanitation	Access to basic drinking water supply facilities	%	94	99
		HHs with toilet / sanitation facilities	%	98.26	100
		HH with systematic sanitation facilities	%	83.48	95
		HH members wash their hands after defecation	%	65	100
4.2.5	Improvement and expansion of Athletics	Construction of playground	No.	12	14
4.2.6	Culture and language	Population with mother tongue other than Nepali language	%	58.6	All the languages will be protected
		Religious places	No.	70	All the religious places will be protected
		Public places	No.	62	All public and open places will be protected
		Local street festival or carnival ( <i>Jatra</i> )	No.	2	All street festival or carnival will be conserved
4.2.7	Women Empowerment	Economic empowerment of women			
		Social, economic, cultural, political and linguistic empowerment of endangered ethnic minorities and tribal communities	-	-	One ethnic group (Lepcha) and 3-languages

### 4.3 Infrastructure Development



Construction of Culvert



Finishing of New Ward Office

SN	Result	Result Indicators	Unit	Baseline	Target by the end of periodic plan
4.3.1	Increased irrigation for agriculture	Area of year-round irrigation	Ha.	708	740
		Area of Sprinkled irrigation	of farmers	-	3000
		Drip- Irrigation	Ha.	-	10
4.3.2	Improvement in electricity supply	Replacement of cement pole with the still	Places	0	All wards
		Increase the capacity of electricity transformer	%	0	Increase two-fold capacity in the existing supply
		Installation of street lamp	No.	0	500
		HH with electricity	%	95.51	100
		HH with solar energy	%	1.77	4
		Health Institutions using the renewable energy	No.	0	As per need
4.3.3	Construction of public building and recreation park	Construction of ward office	No.	10	14
		Construction of health institution	No.	7	14
		Construction of recreational park	No.	0	14
		Completion of park that are under construction	No.	0	12
		Construction of playground	No.	0	14
		Construction of sewage	KM	0	10
		Construction of tourist-route	KM	0	50
4.3.4	Construction of all season road	Expansion of road network	-	-	All wards with concrete road
		Year around transportation	KM	107	157
		Black top road	KM	107	157
		Gravel road	KM	17	67
		Rural dusty road	KM	59	159
		Suspension bridge	KM	2	5
		Agriculture road	KM	-	20
		Inter-Municipality road	KM	-	35



SN	Result	Result Indicators	Unit	Baseline	Target by the end of periodic plan
		Repairing of road	KM	-	Based on need
		Repairing of road those are under MTMP Priorities	KM	-	42
4.3.5	Conservation and protection of religious and cultural heritage				<ul style="list-style-type: none"> <li>• 10- Gumbas</li> <li>• 14-temples</li> <li>• 1-Neari Bhimsenthan</li> <li>• Community Building</li> <li>• Weekly Market</li> </ul>

#### 4.4 Forest, Environment and Disaster Risk Reduction and Management

##### Objective



Typical type of traditional House



Concrete Road

Enhanced public safety, Eco-DRR, clean, hygienic and green environment making development efforts adaptive to the climate change and disaster

SN	Result	Result Indicators	Unit	Baseline	Target by the end of periodic plan
4.4.1	Developed an organic and green city/ Municipality	All the required seedlings and saplings are produced in the Municipality	No.	None	250,000
		Vegetation in the fallow land	No. of plant	40,000	250,000
		Area covered by the forest	%	53.11	55
		Area of government forest	Ha.	8441	Protect
		Area of community forest	Ha.	1141	1255 (10% increment)
		Private forest	Ha.	2397	2637 (10% increment)
		HH involved in CF	No.	1793	1972 (10% increment)
		Construction of area to classify garbage	No.	0	1
		Production of organic manure from the garbage	MT	0	Will be started
		Construction of permanent land filled side	No.	Land is occupied (40 Ropani)	Permanent land filled side is constructed
		Construction of public toilet	No.	12	22
		Application of organize	%	0	75

		pesticide and manure			
		Wards made a smoke free kitchen	No.	2	5
		Environment friendly ward	No.	0	5
4.4.2	Disaster Risk Reduction and Management and Resilience Building	Establishing a DRR Unit in the Municipality	No.	0	1
		Hazard, Risk, and Vulnerability assessment	No. of community	0	14
		Hazard and Risk Mapping	No. of communities	0	14
		Disaster Risk Profile	No.	0	1
		Preparation of Disaster and Climate Change Risk Reduction Plan (LDCRP) and its implementation	No.	0	1
		Preparation of Emergency Preparedness Plan and Stockpiling of Emergency NFIs	No.	0	1
		Preparation of Emergency Response Plan, Framework and conducting a Mock-Drill Exercises	No.	0	1 each for emergency response plan, response framework and conducting a mock drill exercises
		Establishing an emergency fund with emergency fund mobilization guideline	No.	0	1
		Preparation of Fire Emergency with Fire Fighter and the Truck	No.	1	2
		Capacity Building of Representatives and Municipal Officials on DRM and Resilience Building	No.	0	5 (One each year)
		No. of HHs affected by disaster	No.	573	287 (50% reduction)
		Conservation and protection of open spaces	No.	4	14
4.4.3	Water and Soil Conservation	Area covered by rivers and watershed	%	2.16	5
		Conservation of public ponds and lake	No.	0	2

#### 4.5 Institutional Development and Good Governance

SN	Result	Result Indicators	Unit	Baseline	Target by the end of periodic plan
4.5.1	Improved governance	Public Accountability Framework is developed and implemented	No.	0	3
		Increased public participation in planning, implementation and monitoring of public accountability program implementation	%	N/A	5
		Declaration of child-friendly Municipality	No.	N/A	1
		Improvement in local governance law	No.	-	35
		Development of regulation, implementation guideline, and sectoral plan for the service delivery	No.	-	5
		Citizens satisfied with the municipal services	%	-	85
		Implementation of National Building Code 2062 and Standard	-	-	Construction of public and private building and other infrastructure following the NBC and construction standard
		Formulation of policies and plans to conserve and protect the local culture and language	-	-	1
4.5.2	Use of Information Technology	Develop, establish and implementation of IT	-	-	5
		Ward Office using the IT	No.	14	14
		Improvement in IT and IT system	-	-	Regular process
		Practicing E-Governance	-	-	Will be implemented
		Public feedback mechanism through Email, Webpage, Facebook, and Twitter			
4.5.3	Improvement in Monitoring and Evaluation System	Stakeholder mapping	Time	N/A	5
		Pro-activeness of sectoral committee	-	-	Increased
		Coordinated and participatory monitoring and evaluation	-	-	Quarterly
		Assessment of Citizen's Charter	Times	-	5
		Evaluation of Municipality run projects/ program by the third party	Times	-	10



## 4.6 Strategic Program Priorities

### 4.6.1 Economic Development



Cardamom plants

- Crop diversification program
- Promotion and expansion of organic farming
- Promotion High Value, Low Volume (HVLV) agriculture crops
- Production and processing of organic coffee and cardamom
- Operation of commercial agriculture and livestock farming
- Livestock breed improvement program
- Livestock shed improvement and meat production
- Cooperative and financing sector improvement program
- Irrigation improvement program
- Promotion of best agriculture practices
- weekly marketing of agriculture & livestock producer
- Feasibility study of industries that can run based on availability local raw materials
- Improvement in financial accessibility and agriculture loan
- Improvement and expansion of tourism sector
- Commercial Home stay
- Rewarding the best farmers
- Replacement of thatched roof program

### 4.6.2 Social Development

#### i) Health

- Health Improvement Program
- Basic Health Program
- Capacity Building of Women Health Volunteers



Dairy Products



Tomato Farming



Cultural Dress and dance



Dustbin distribution

- Reproductive Health Improvement, Women and Child Health, Mental Health and Communicable Disease Control Program

**ii) Education**

- School Infrastructure Development and Improvement Program
- Quality Basic and High School Program
- Expansion of Internet Service in the School
- Smart Education Program in Public School
- Basic School Improvement Program
- Gender friendly toilet program in school

**iii) Youth Development Program**

- Establishment and Management of Youth Information Center
- Vocational Training under the financial support from Municipality

**iv) Women Empowerment Program**

- Stopping all forms of violence against women and girls
- Capacity building of women to increase the public participation

**v) Governance**

- Promoting child-friendly local governance
- Social Protection Program
- Piped water in every HHs

**4.6.3 Physical Infrastructure Development Program**

- Construction of all-season road, bridges, and transportation
- Improvement of rural road
- Water Refill Reservoir Tank construction for the fire-truck
- Construction of Buddha Park
- Beautification of recreation park at Tinkhutte
- Construction of View –Tower
- Construction of Kattebung Playground and Open Space at Tinkhutte
- Construction of school, health posts, Ward Office, including other



Science exhibition



Students Wearing Ethnic Dress



Mini Tiller distribution



Construction of Buddha Park



government office building

- Promotion of Agriculture whole sale and retail market center
- Improvement of Tintale and Sattale Waterfalls and Kaudi Lake
- Expansion of Fikkal-Antu Road
- Construction of Public Park in Antu Tourism area
- Construction of Film Shooting Hub
- Construction of concrete stair in AntuDanda
- Enforcement of National Building Code, Laws and Bi-laws
- Construction of public toilet
- Promotion of Renewable energy
- Construction of Electricity Supply Center and Warehouse management



Beautification of Kanyam



Construction of Culvert

#### 4.6.4 Forest Conservation, Environment Protection and Disaster Risk Reduction and Management

##### Safer housing program

- Update the government owned land and its management
- Establishing Thunderstorm, Flood, and Landslide Early Warning System
- Emergency Preparedness for Fire, Landslide and Soil Erosion
- Landslide and Soil Erosion Risk Reduction Program
- Farmers Capacity Building in Smart Agriculture
- Promotion of Climate Friendly Agriculture Practice
- Climate Change Adaptation Village
- Environment Friendly Governance
- Expansion of GOHORO conservation area
- In-situ conservation of local flora and fauna
- Conservation of Kalapani Bojoghari Watershed
- Identification and construction of landfill site
- Conservation and promotion of traditional water sources and watersheds and construction of rainwater harvesting pond



Plant distribution



## CHAPTER 5

### MONITORING, REPORTING AND EVALUATION OF PERIODIC PLAN

#### 5.1 Monitoring

Monitoring is the systematic process of collecting, analyzing and using information to track a projects/programs' progress towards reaching its objectives and to guide management decisions. Municipality can do it either through the separate M&E Unit or through regular staff or the board members throughout the project cycle management stages. While doing this, monitoring team should focus



Municipal Executive Meeting



Municipal Executive Meeting

on processes, such as when and where activities were implemented, who delivered them and how many people or entities they reach. It will be done after a program has begun and continues throughout the program implementation period. Monitoring of projects/programs can be done through other means as well such as through the program review meeting, public interactions, grievance mechanism and so on. Municipality performs the monitoring of its activities using an M&E Framework as briefly

described below:

#### 5.2 Monitoring and Evaluation Framework

Municipality M&E Team in the leadership of Deputy Mayor will develop a M&E Framework to monitor the implementation progress of Periodic Plan explaining how the plan is supposed to work by laying out the components of the initiative and the order or the steps needed to achieve the desired results under periodic plan. A framework will be developed and implemented in a way that increases the level of understanding of the program's goals and objectives, defines the relationships between factors key to implementation, and articulates the internal and external



Municipal Executive Meeting

elements that could affect the program's success.

#### 5.3 Program Review, Reflection, Learning and Reporting

Following the Municipality Council decision, frequency of program review, reflection and reporting will be decided, which usually is done in every six months or in a year basis. Accordingly, in the lead of Deputy Mayor and M&E Department, implementation progress of each sectors laid out under periodic plans



Staff Meeting



Federal minister at Vipassan Center

reviewed, reflected and documented in a prescribed reporting format. Program Review, Reflection and Reporting includes a thorough analysis of the sectoral intervention goals, objectives, activities and sub-activities, progress towards achieving the goal (both qualitative and quantitative), identifies strengths, challenges, opportunities and areas for improvement. The program review provides an opportunity for council members, staff, and administration to reflect on these processes and develop plans with specific objectives to improve

them. Finally, the process includes meaningful feedback to inform and assist the Municipality decision making body for further decision for effective implementation of periodic plan.

#### 5.4 Evaluation of the Periodic Plan

Midterm and final evaluations (MTEs and FTEs) aim to assess the continued relevance of an intervention and the progress made towards achieving its planned objectives. They provide an opportunity to make modifications to ensure the achievement of these objectives within the lifetime of the project. In addition MTEs and FTEs provide an opportunity to ascertain the intervention is still coherent with the Municipality Strategic Objectives; is relevant and useful to the key stakeholders and is being conducted in an efficient manner according to Municipality standards and the agreed project document.



School Curriculum developed by municipality



Group photo session of staffs of Suryodaya Municipality after training





Students of various schools wearing ethnic dress





National Education Day 2076



Group Photo Session after Board Meeting