

Annual Progress Report

2011/2012



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Table of Contents

Acronyms	ii
1. Background	1
2. Activities Accomplished	1
2.1 Compilation of the Different Laws Related with Health Services	1
2.2 Organization and Management Survey	2
2.3 Baseline Study of Local Health Governance Strengthening Program	2
2.4 Support on Gender Equality and Women's Human Rights Activities for Gender-Responsive Service Delivery	3
2.5 DDCs' and Municipalities' MCPM	4
2.6 Training and Exposure Visit to Rural Energy Technology	5
2.7 Formulation of Village Enterprise Development Plan	6
2.8 Strengthening Child-Friendly Local Governance	6
2.9 Sub-National Governance	8
2.10 Study on Management of Funds by Local Government Bodies	8
3. Meetings and Workshops	9
3.1 General Assembly Meeting	9
3.2 Executive Committee Meeting	9
3.3 Workshops	9
4. Brief Of The Year 2067/68 (2010/11)	10
5. Executive Committee Members of Inlogos	10
6. Inlogos Projects (2005-2012)	11
7. Income And Expenditure, 2011-2012	15

ACRONYMS

CFLG	Child Friendly Local Governance
CRC	Convention on the Rights of Children
DDC	District Development Committee
GA	General Assembly
GoN	Government of Nepal
INGO	International Non-Governmental Organization
Inlogos	Institute of Local Governance Studies
LB	Local Body
LBFC	Local Body Fiscal Commission
LGCDP	Local Governance and Community Development Program
LHGSP	Local Health Governance Strengthening Program
LSGA	Local Self-Governance Act, 1999
LSGR	Local Self-Governance Regulation
MC	Minimum Conditions
MCPM	Minimum Conditions and Performance Measures
MoHP	Ministry of Health and Population
MoFALD	Ministry of Federal Affairs and Local Development
NEPC	Nepal Environment Protection Centre
O&M	Organization and Management
PM	Performance Measures
UNDP	United Nations Development Program
UNICEF	United Nations Children’s Fund
VDC	Village Development Committee
WVIN	World Vision International Nepal

1. Background

Institutionalization and strengthening of local democracy is one of the fundamental challenges that face today. Though the concepts of local democracy and decentralization were officially introduced after the Rana regime, their institutionalization is still incomplete. It has been widely assumed that the governance issue is directly related to politics whose success is ultimately determined by the level of good governance delivered by it. The Local Self-Governance Act (LSGA), 1999 has been taken as a milestone to promote decentralization and local governance in Nepal, but in the context of the political upheavals underway since the peoples' revolution of 2006, state restructuring rather than the LSGA, 1999 has become the key agendas of the day. Still, the LSGA, 1999 remains safe the foundation for decentralization until it is replaced by a new legal framework in line with the federal structure that may be established in future. In any case, the local governments whether in the form of Community, or Settlement Cluster or Ethnic Group or Village Development Committee (VDC) or District Development Committee (DDC) will remain an integral part of Local Self-Governance. The exercises in local governance under the existing LSGA, 1999 therefore constitute a firm base for the institutionalization of local democracy and the governance in Nepal.

Nepal witnessed a long absence of elected people's representatives in the Local Bodies (LBs). This has created vacuum at local level leaving the people at the mercy of temporary arrangements. Poor service delivery, lack of transparency and accountability, low level of participation of citizens in governance etc. are the major problems of local governance of Nepal. So the first and foremost task to address the aspirations of the people of Nepal is to improve local governance by ensuring good governance. The Institute of Local Governance Studies (Inlogos) has been advocating good governance through research studies, policy formulation, capacity development of the duty bearers and right holders, trainings and workshops and dissemination of ideas and experiences.

Inlogos is a professional organization specialized in decentralization and local governance in Nepal. Its motto is promotion of democracy, local governance, and sustainable development. Over the past several years, Inlogos has been intensively involved in research and studies, policy formulation, project implementation, providing technical assistance to community-based development programs, and monitoring and evaluations of the projects implemented at the local as well as central level of governance. It has covered areas such as devolution, anti-corruption, good governance, bottom-up-planning, service delivery system, local resource mobilization, monitoring and evaluation process, and child-friendly local governance. This report highlights the major activities accomplished by Inlogos in the Fiscal Year (FY) 2011/2012 (2068/69 BS) as an update on the Inlogos functions and the achievements in brief.

2. Activities Accomplished

2.1 Compilation of the Different Laws Related with Health Services

As a governance institution Inlogos carried out an independent research study on the effectiveness of nursing services in Nepal. It was initiated during the last FY and completed in the reporting year. Based on the research findings a standard norm of



Nursing Study Report sharing workshop at MoHP

nursing services for Nepal has been drafted by Inlogos and has been submitted to the Ministry of Health and Population (MoHP) for approval to put it in action. Meetings and workshops at various levels were organized with the staff, hospital managers, supervisors and administrators, and the policy-makers in the MoHP.

The establishment and operation of a fully authorized Nursing Division in the MoHP; coordination, supervision, and monitoring of the private hospitals, uniformity in service, and benefit standards in the government and non-government (private, community, cooperative, NGO) hospitals and nursing homes; development of a monitoring mechanism to standardize the quality of education and nursing service delivery and managerial authority with responsibility and accountability of the nursing staff, are some of the major components included in the nursing standard. The number and level of staff's positions, nurse-patient ratio, minimum qualifications, physical facilities, opportunities for career development, the roles and responsibilities of various institutions and the nursing staff, working environment, the code of conduct and monitoring mechanism are the elements standardized in the document.

2.2 Organization and Management Survey

Inlogos, in the reporting FY, executed the Organization and Management (O&M) survey of the National Public Health Laboratory (NPHL), Teku. This is the single specialized laboratory to serve the medical test and technical backstopping to the health laboratory throughout the country. Although, the government has focused on health services through improvements in physical health services NPHL seems to be in low priority in terms of improvement in physical facilities, revision of the Organization Structure, career development of staff and mobilization of financial resources. Since its establishment in 2050 BS the authority for the first time upgraded the laboratory this year. However, NPHL has also planned to upgrade its capacity in terms of the organization structure,

scope of work, physical facilities, and access to budget and human resources. Inlogos, moreover completed the assignment of O&M survey and provided the NPHL a report on it with current situation analysis, justification on upgrading the laboratory capacity, the number and positions of staff, and physical facilities with the financial burden anticipated to the government and the implications.

2.3 Baseline Study of Local Health Governance Strengthening Program

Nepal has taken free primary health services as a fundamental right for every Nepalese citizens. It is expected that the delivery of essential health care services will be in place in each Health Facility (HF). With the objective of serving the people better through upgrading the health service, the concept of local health governance was introduced when the Decentralization Act of 1982 was promulgated by the then government. However, the decentralization and local governance systems have been taken as a vehicle to bring the duty bearers and right holders together. In order to serve the people to meet their basic health needs the Ministry of Health and Population (MoHP) and the Ministry of Federal Affairs and Local Development (MoFALD) have jointly decided to implement a new model of service delivery system by devolving power to the local bodies through a program called "Local Health Governance Strengthening Program (LHGSP)".



Vaccination in Doti district

The LHGSP was designed in 2010 as a pilot intervention to support the decentralization efforts of the government and strengthen the health governance system at the local level. Its main aim is to address the current decentralization and governance issues to improve health governance at the local level. It also intends to provide a program with hands-on experience and empirical evidence on the effects of restructuring the health system under the country's federal system.



LHGSP Baseline study Focus Group Discussion in Kailali district

Doti, Kailali, Surkhet, and Dang have been selected as pilot districts for the implementation of LHGSP by MoHP in collaboration with MoFALD through the technical assistance of Health Sector Support Program (HSSP/GIZ) and Nepal Family Health Program-II (NFHP-II/USAID). The HSSP/GIZ will support communities in the pilot districts of Doti and Kailali. The MoHP has created opportunity for the development partners to support more districts within the framework of LHGSP, depending on the performance of this pilot program to develop plans to replicate the LHGSP modality in other districts.

Inlogos carried out a baseline study of LHGSP in Doti and Kailali districts where the selected VDCs and the HFs are grouped in three categories (C1 VDC-program and TA support; C2 VDC-program support; and C3 VDC-no TA and no program support) for the purpose of assessing LHGSP impact. The baseline study findings have been grouped into three major areas of health services: a) better health service delivery; b) improved quality of care; and c) improved health governance and local ownership.

2.4 Support on Gender Equality and Women's Human Rights Activities for Gender-Responsive Service Delivery

Gender and social inclusion are issues which have been recognized as critical to the equitable development of Nepal. The socio-economic and political status of women and other excluded citizens are said to be poor. Women's participation in development process is also weak. Moreover, there is no adequate capacity building program and budget on gender analysis, gender mainstreaming, gender-responsive budgeting and auditing at the local level. The MoFALD therefore realized that intensive awareness raising and capacity building programs are required to increase active participation of women and other excluded groups in the development process. In this connection, with the support of UN Women, MoFALD implemented 'Equality and Women's Human Rights Activities for Gender-Responsive Service Delivery' in selected ten districts of Nepal. Nepal Environment Protection Centre (NEPC) in association with Inlogos implemented this Program in Terhathum, Sunsari, Kathmandu, Dhanusha, Rupandehi, Kaski, Surkhet, Banke, Doti, and Kailali districts.



GESI training in Biratnagar

The program contributed towards attaining the goal by achieving its three major program by outcomes: i) Citizens and communities engaged actively with local governments and holding them accountable; ii) Increased capacity of local governments to manage resources and deliver basic services in an inclusive and equitable manner; and, iii) Strengthened policy and national institutional framework for devolution and local self-governance. In the context of program implementation, number of steps have been undertaken to capacitate women and excluded groups to increase the engagement of citizens and communities with the local government holding them accountable. The success of the program requires broad community engagement, especially in participation of women and other excluded groups in planning, decision-making, budgeting, implementation, monitoring, evaluation, and reporting processes of the LBs.

conditional and unconditional grants progressively to LBs to support such initiatives on community demand and priority-wise. Local self-Governance Regulation (LSGR), 1999 has provisioned for a performance-based funding system. The GoN has set norms for allocating resources to the LBs based on their work performance as envisaged by the LSGA. The Minimum Conditions and Performance Measures (MCPM) is one of the major tools to assess the performance of LBs and the sole indicator for allocating block grant. The Minimum Conditions (MCs) are the minimum requirements for assessing the funds needed whereas, performances Measures (PMs) provide the tools for analyzing the capacity level of the municipalities. The system of MCPM assessment was started a few years back in LBs



Participants in GESI workshop



MCPM study in Gorkha district

2.5 DDCs' and Municipalities' MCPM

The Local Self-Governance Act (LSGA), 1999, envisaged that the LBs can deliver service more effectively, efficiently, and equitability at the local level. LBs as DDC, municipalities, and VDCs are the frontline service providers to meet the basic development requirements of people. The LBs are there more to focus and concentrate on planning, monitoring, and coordination of development activities at the local level. Over the years, the Government of Nepal (GoN) has been providing

(only MCs in VDCs). However, the Local Body Fiscal Committee (LBFC) Secretariat under the Ministry of Federal Affairs and Local Development used to carry out MCPM assessment of each LB annually, hiring the services of development organizations and their professionals.

Since 2008, Inlogos has been providing its professional support to LBFC in carrying out MCPM. In the reporting FY, Inlogos carried out the MCPM assessment of Gorkha, Dhading, Nuwakot, Rasuwa, Mugu, Humla, and Bardiya DDCs and

Nepalgunj, Gulariya, Tikapur, and Dhangadhi Municipalities. There were 15 indicators to assess the Minimum Conditions (MCs), and 57 indicators to assess the Performance Measures of DDCs, and 40 indicators for the Municipalities. Accordingly, Inlogos carried out the quality assessment of MPCM report of Morang and Dhankuta DDCs. Inlogos assessment showed a varied score on MCs and PMs of the LBs, but the result indicates some improvements in the performances of the DDCs and municipalities.

2.6 Training and Exposure Visit to Rural Energy Technology

National Area-Based Development Program (NABDP) is one of the development programs of the Government of Afghanistan implemented by the Ministry of Rural Rehabilitation and



Training participants with Inlogos team

Development (MRRD) supported by implementing National Area-Based Development Program (NABDP) under the technical and financial support of the United Nations Development Program (UNDP). Energy for Rural Development in Afghanistan (ERDA) is one of the major components of NABDP that aims to support communities in providing rural energy through the utilization of renewable energy resources. The implementation of ERDA was started in 2008 which is currently supporting 17 provinces of Afghanistan with a major focus on micro-hydro and biogas technologies.

The community-based renewable energy program in Nepal has been found successful in promoting rural energy technologies through social mobilization at the local level. Afghanistan, somehow, is similar to Nepal especially in its topography in the project area and community structure. The concept of ERDA program is designed to empower community people through social mobilization as a support in promoting rural livelihood through promotion of rural energy technologies. ERDA showed its interest to share Nepal's experiences in social mobilization and local governance in promoting rural energy technologies and assigned Inlogos to organize an orientation training and exposure visit to Nepal for its officers working in the department and ERDA. Inlogos with the objective of orienting the participants on Rural and Renewable Energy Technologies and providing insight exposure, organized a fourteen-day (July 20 to August 02, 2011) training and exposure visit program for officials. It was very successful program and was greatly appreciated by the recipient organization.

Dear Binod,

It is great pleasure to me that this study tour has been finished successfully. I would like to thank you and your team for your efforts and hospitality for ERDA team. Some of them had regular contact with me and they were so happy with your warm welcome and training you had provided for them. I wish to have another chance to share expertise of two nations in the future. Thank you very much for hospitality and also thanks to Mr. Manoj Khadka for his efforts to arrange this trip. Please convey my regards to all teachers that participated in this training.

Thanks and Regards

Eng. Sultan Ali Javid

Head of ERDA

National Area-Based development Program
Ministry of Rural Rehabilitation and
Development

2.7 Formulation of Village Enterprise Development Plan

Micro Enterprise Development Program (MEDEP) is a joint initiative of the Government of Nepal (GoN) and the United Nations Development Programme (UNDP) to address poverty through the development and promotion of Micro-Enterprises. The Ministry of Industry, Commerce, and Supplies (MoICS) is the implementing agency of the program at the center with the DDC, the lead local government institution to implement the program, at the district level. The VDCs are the frontline institutions for successful implementation of the program that supports micro-entrepreneurs. In this chain of service delivery, the program is to support both the central and local government in order to achieve its objectives. The Three-Year Plan of Nepal has indicated the need of micro-enterprises in realizing the goal of poverty reduction. The plan expects to replicate the program as per the Micro-Enterprise Policy.



VEDP workshop, Banke district

In such a perspective, MEDEP decided to support some of its Program in VDCs to develop their Village Enterprise Development Plan (VEDP). Inlogos, as a professional institution, provided its technical support to nine VDCs in six districts (Baitadi, Dailekh, Surkhet, Banke, Salyan, and Rukum) to develop their periodic VEDP and as a consequence of the efforts the VDCs have now their Three Year-VEDP ready for implementation.



VEDP workshop, Surkhet district

2.8 Strengthening Child-Friendly Local Governance

Child-Friendly Local Governance (CFLG) is defined as a system of governance that provides overall guidance to LBs for the institutionalization of child right issues of survival, protection, development, and meaningful child participation in the policy, structure, system, and working procedure of local bodies. It helps the local bodies in formulating plans, setting up child-friendly institutions, resource allocation, implementation, monitoring, and evaluation in the best interest of children.

Although, the issues of children are not new for the government, development agencies and the community people mainstreaming the rights of children in the governance system constitute a new phenomenon, a key responsibility of the government since the endorsement of the 1989's CRC (Convention on the Rights of Children) in 1990. The GoN has recently endorsed national strategy for CFLG to institutionalize the rights of children in the local governance system which is to be implemented under the leadership of MoFALD. Sectoral ministries, the United Nations Children Fund (UNICEF), I/NGOs including World Vision International Nepal (WVIN), and Inlogos support the government initiatives to strengthen the CFLG concept.



Children at work in Doti district - No access to education



CFLG training in Kathmandu

Altogether twenty-six DDCs, six municipalities, and one hundred fifty-six VDCs have initiated the process of CFLG adoption with Inlogos contributing technical assistance. The idea is to help children and adolescent girls to attain their rights through improved availability of quality services by promoting and strengthening CFLG. In that regard, Inlogos contributed in the following ways in the reporting fiscal year.

- (1) **CFLG orientation:** Altogether there were 25 orientation programs on CFLG supported by Inlogos: fifteen basic, six follow-up, and four training related on the concept, process, and outputs of CFLG. District and municipal-level authorities including political party representatives, staff of LBs, chief of government line agencies, I/NGOs working on child related issues, children representatives, and frontline workers were the major participants. The average number of participants in each program was forty-five.

Besides, a two-day workshop on CFLG was also organized at the centre to orient the I/NGOs and concerned agencies and develop a common understanding about CFLG in their program areas.

- (2) **Training on CFLG:** Inlogos, as a member of CFLG core team, contributed its technical expertise to the various trainings on CFLG organized by the concerned agencies. Altogether, seven Trainings of Trainers (ToT) on CFLG were supported in the reporting FY. Three of them were organized for the district-level trainers, one for DDC Program Officers, one for MoFALD officers, one for sectoral line ministries, and one for Nepalgunj Municipality. Three events were organized each by the Nepal Administrative Staff College and Inlogos and by the concerned municipalities. The average number of participants in each ToT was expected at twenty-five.

- (3) **CFLG Review and Refresher:** With three major objectives were set: (i) sharing the status of CFLG adoption in the districts, municipalities, and villages; (ii) orienting the implementing agencies on the CFLG updates; and (iii) updating information on the CFLG districts, Inlogos organized and facilitated a four-day national workshop on CFLG review and refresher.

The implementing partner agencies, especially the DDC Program Officer, Planning Officer, CFLG focal person, and the local level CFLG trainer participated in the joint review.

Altogether 37 participants were present in the workshop. It was found that the council of the LBs had decided to adopt CFLG, allocating a minimum of 10 percent of their capital budget for the benefit of children. Accordingly, LBs have made a provision through the CFLG focal section and/or focal person to see that the CFLG strategy, child clubs and their networks are functioning and active in CFLG adoption, and child participation at the local level (ward citizen forum, citizen awareness centre, integrated planning committee) has increased. Some of them have developed child profile, annual investment plan for children, defined CFLG indicators and even introduced the concept of joint monitoring. At the end of the workshop, the participating agencies developed one year plan of action on CFLG.



CFLG review and refresher at Godawari

- (4) **CFLG Implementation Tools:** In order to facilitate the implementation of CFLG, Inlogos drafted some key documents/tools and submitted them to the MoFALD for approval. These tools are expected to help in mainstreaming CFLG in the governance system in the following ways: (i) in providing a template and computer software for the development of child profile ; (ii) in offering a template for the status of children report; (iii) as a guideline to develop local development plan and investment plan for children; (iv) in participatory assessment and

as monitoring tools; and (v) in the form of CFLG training manuals and orientation guide. The facilitating tools are expected to be useful for the concerned agencies including the children in taking the CFLG forward.

2.9 Sub-National Governance

With the main objective of strengthening the capacity of municipalities, the GoN in cooperation with the development partners including the World Bank and GIZ, implemented the Sub-National Governance (SUNAG) program in Mechinagar, Itahari, Dhankuta, Lekhnath, Baglung, and Tansen municipalities. The selected municipalities receive funds through the Town Development Fund (TDF) from the World Bank-financed "Urban Governance and Development Program (UGDP)".

The GFA, a consulting firm of Germany provides service for this program with Inlogos as a local partner. The service provider is responsible for providing advice to the Department for Urban Development and Building Construction (DUDBC) as well as also for providing advice and support to strengthen the capacity of the selected municipalities. GFA is to contribute to achieve objective of the 4th component in sub-national service delivery and local infrastructure. Inlogos will contribute on local governance and service delivery program.

2.10 Study on Management of Funds by Local Government Bodies

As envisaged by the Local Self-Governance Act (LSGA), 1999, the GoN has been providing a substantial fund (conditional and unconditional grant) to each LB in Nepal. The MoFALD has established a mechanism of awarding grants to LBs based on the results of MCPM. Besides, LSGA, 1999 has also provisioned the LBs to generate resources through collecting tax, service charges, fee, revenue sharing with the central government, and others. But due to certain limitations the actual amount invested is reported to be lower than the amount received and the expenditure pattern and

performance is reported to be at a non-satisfactory level. This is an issue of major importance to all stakeholders, including the international donor community which provides a portion of those funds to the central government for distribution. Transparent utilization of these funds is critical for sustainable funding of local government activities and for supporting the economic development of Nepal in a broader sense. If people do not trust their local government, democracy and rule of law will be undermined. Hence, Inlogos, in cooperation with the Transparency International Nepal, started this project to: (i) study the management of fund by LBs; and (ii) assess and recommend how local bodies can more effectively fight against corruption at the local level and identify the incentives and rewards at the local and central level to fight against corruption. Inlogos carried out the study in 15 LBs (five DDCs, five municipalities, and five VDCs) in the five development regions and three ecological belts in Nepal. The study is to be completed in the coming FY.

3. Meetings and Workshops

3.1 General Assembly Meeting

The seventh annual general assembly meeting of Inlogos was held on 18 Kartik 2068 at Bhojagriha in Kathmandu. Out of thirty-three individuals and three institutional members of Inlogos, 26 individual and 2 institutional members were present. The meeting was chaired by the Executive Chairman of Inlogos Mr. Khem Raj Nepal. The assembly accomplished the followings:

- Elected the Inlogos Executive Committee,
- Endorsed the Inlogos annual technical report and plan of action,
- Endorsed the Inlogos financial report,
- Endorsed the Inlogos audit report of FY 2067/68.



Inlogos General Assembly Meeting, Kathmandu

3.2 Executive Committee Meeting

The Executive Committee members of Inlogos meet regularly. Five formal meetings of the Inlogos, Executive Committee were held in the reporting fiscal year. Review of the ongoing projects and facilitation of the operational procedures were the major agendas. The committee, responsible for developing agendas for GA meeting, made decision to implement the GA meeting decisions.

3.3 Workshops

Inlogos participates and contributes the meetings and workshops organized by various institutions of the country, especially in the areas of governance. Accordingly, it attained in and contributed in a number of meetings and workshops: (i) Urban Growth and Spatial Transition organized by the GoN, AusAID, and World Bank; (ii) Model Budget of Nepal, 2069/70, developed and disseminated by NAREC Nepal; (iii) "Resource Mobilisation & Management of Local Bodies and Service Delivery at Local Level" organised by the Association of Political Science Students (APSS) and the Local Development Officers' Society (LDO Society); (iv) NCDC Partnership Building Conference organized by NCDC; and (v) Enhancing Political Participation of Marginalized Women in Nepal, Dissemination workshop organized by ADDCN; besides a number of meetings and advocacy forums contributing to local governance system in Nepal.

4. Brief Of The Year 2067/68 (2010/11)

Inlogos completed seven projects in the FY 2067/68 with priority to policy supports to the government in strengthening the governance system in Nepal. Support for the government in strengthening CFLG was one of the key priority areas of Inlogos. Orientations and trainings on CFLG, advocacy and lobby for endorsement of CFLG national strategy and operational guidelines, development of training manuals, and technical backstopping to the CFLG implementing districts were some of the major accomplished activities.



CFLG Training of Trainers, Kathmandu

There were three major research works and studies carried out in the last FY: (i) A National Research Study on the Effectiveness of Nursing Services in Nepal (done through interviewing the nursing staff, hospital managers and nursing supervisors, doctors, and the service receivers (caretakers of patients admitted in to hospital) and decision makers in MoHP; (ii) Study on the community forest in Dang (the community forests in Dang were surveyed using a structured questionnaire); (iii) Study on the sector conditional grant useful in promoting the concept of sectoral devolution in Nepal (done to assess the situation of the sector conditional grant provided by the Local Governance and Community Development Program (LGCDP) in five pilot districts; there are two major operational level reports taken for implementation by the concerned agencies- i) Organization and Management (O&M) survey of the Mental Hospital in Lagankhel and ii) Assessment Report on Minimum Condition and Performance Measure of Salyan, Rukum, and Jajarkot DDCs. Inlogos also carried out a quality assurance assessment of MCPM in Hetauda and Bhimeshwor municipality. Lastly, the compilation of Acts and Directives related to health service delivery was completed.

5. Executive Committee Members of Inlogos

Mr. Khem Raj Nepal

Mr. Birendra B. Deoja

Mr. Banshidhar Ghimire

Ms. Padma M. Mathema

Mr. Suryasaran Regmi

Mr. Rabindra N. Adhikary

Dr. Chandra M. Adhikari

Mr. Binod P. Dhakal

Executive Chairperson

Vice-Chairperson

Treasurer

Member

Member

Member

Member

Secretary-cum-Director

6. Inlogos Projects (2005-2012)

S.No.	Name of the Project/Consulting Service	Name of the Client	Year of Completion	Association with
1	Comparative Study of Annual Reports of CIAA for past years	Pro-Public (DFID supported project)	2005	
2	Preparation of guidelines for establishment of Sectoral line agencies in the DDC	DDC Sindhupalchok	2005	
3	Personnel Record Keeping and Filing System Management	Kathmandu Metropolitan City	2005	
4	Mid Term Review of Periodic District Development plan of Bhaktapur district	DDC/ DLGSP/ UNDP	2005	
5	Preparation of Municipal Urban Poverty Reduction Strategy	MuAN/GTZ	2005	
6	Training Program on Proposal Preparation and Report Writing	DASU Danida	2005	
7	Patterns of Local Governance Expenditures in the Context of Rural Poverty Reduction	ADB	2005	
8	Study of PPP arrangement in water supply and electricity distribution in the municipalities	PPPUE/ UNDP	2005	
9	Preparation of the Judicial Guideline for Municipalities	Kathmandu, Biratnagar, Lalitpur, Madhyapur Thimi Metro/Sub Metro/ Municipality	2005	
10	Preparation of Project Completion Report of Poverty Alleviation Project in Western Terai (PAPWT)	PAPWT	2005	
11	Capacity Development Through System and Procedure Development	ADDCN /DFDP	2006	
12	Study on Revenue Leakage in Customs Valuation System in Nepal	National Vigilance Centre (NVC)	2006	
13	Review on the Study Reports of Strengthening Revenue Administration in Nepal	Ministry of Finance	2006	
14	Preparation of Guideline for internalization of MEDEP into DDC	MEDEP/ UNDP	2006	
15	First Phase Review of the Micro-Finance and Marketing Component of the Western Upland Poverty Alleviation Project	WUPAP/IFAD	2006	
16	Impact Assessment of Village Development Program	LDFB Bhaktapur/ DLGSP	2006	
17	Study on the Implementation and Effectiveness of the Departmental Action	CSACP/ Pro-public/ DFID	2007	

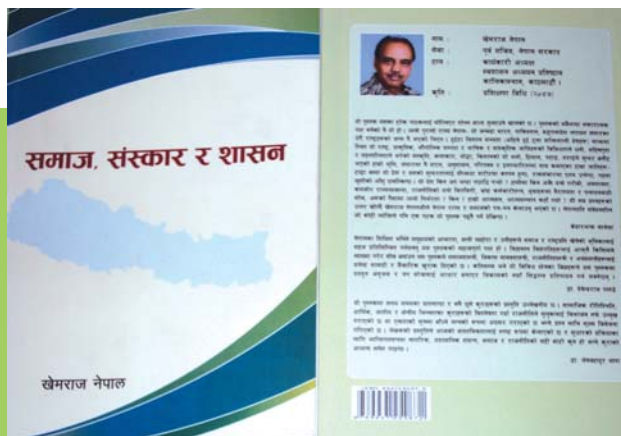
S.No.	Name of the Project/Consulting Service	Name of the Client	Year of Completion	Association with
18	Study of social mobilisation efforts in urban areas under the RUPP program and the sustainability of TLOs	RUPP/UNDP	2007	
19	Development of National Strategy on Disaster Management in Nepal	UNDP	2007	NSET
20	Preparation of District Enterprise Development Guidelines	MEDEP/UNDP	2007	
21	Revenue Potential Study of Nuwakot DDC	DDC Nuwakot	2007	
22	Accountability Study on Public Service Delivery	NVC/GoN	2007	
23	Institutional Development Study for the Municipal Governance	Banepa Municipality	2007	
24	Study on the Effectiveness of the Public Service Delivery in the sectors of Land Tax and Revenue mobilization	NVC/GoN	2007	
25	Anti Corruption and Municipality Good Governance Support Project	DanidaHUGOU	2008	
26	Preparing the Governance Reform and Decentralization Cluster Program I	ADB	2008	TMS
27	Study on the Effectiveness of the Public Service Delivery in the sectors of Customs and prepare the Objectively Verifiable Monitoring Indicators	NVC/GoN	2007	
28	Small-Scale Health Infrastructure Development	GTZ/HSSP	2008	
29	Study on the Management of DDF	LBFC	2008	
30	Sarkari Banki Minaha Garne Kam	Kendriya Tahashil Karyalaya	2008	
31	Orientation and Strategic Planning for the MEDEP III Phase Districts	MEDEP/UNDP	2008	
32	MCPM Assessments of Municipalities in Cluster 4 (Mahendranagar, Dhangarhi, Tikapur)	LBFC	2008	
33	MCPM Assessments of DDCs, Cluster 16 (Banke, Jumla, Dolpa)	LBFC	2009	
34	MCPM Assessments of DDCs, Cluster 18 (Salyan, Jajarkot, Rukum)	LBFC	2009	
35	Preparation of new Act for NARDF	NARDF	2009	
36	Preparation of monitoring indicators for municipality	NVC	2009	
37	Review of district periodic plan	DDC/SNV Taplejung	2008	

S.No.	Name of the Project/Consulting Service	Name of the Client	Year of Completion	Association with
38	Assessment of VDC governance with special reference to VDC block grant utilization	UNDP	2009	CEMID
39	Research study on the utilization of Social Security Allowance	Inlogos	2009	
40	Preparation of District Profile of Taplejung	DDC/SNV Taplejung	2008	
41	MCPM Assessments of Municipality, Cluster 3 (Biratnagar, Inaruwa, Rajbiraj, Triyuga)	LBFC	2009	
42	CFLG national framework preparation	WVI/UNICEF	2009	
43	Service providers inventory	DDC Kathmandu	2009	
44	District Periodic Plan preparation	DDC Makawanpur	2009	
45	Revenue potential study	DDC Kavre	2009	
46	Revision on the MEDEP Operational Guideline	MEDEP/UNDP	2009	
47	Organizational Development Study	Janak Education Material Centre	2009	
48	Preparation of Environment and Energy Sector standards and planning guideline	REDP/UNDP	2009	
49	Preparation of District Environment and Energy Periodic Plan	REDP/UNDP	2009	
50	Municipal MCPM	LBFC	2010	
51	Child Friendly Local Governance (CFLG)	WVI/UNICEF	2009 to date	
52	Health Sector Devolution Framework	GTZ/HSSP	2010	
53	Preparation of LHGSP Operational guideline	GTZ/HSSP	2010	
54	Study on the Functioning of LPCs	GoN/MoPR	2010	
55	Preparation of Desktop Manual for MEDEP	MEDEP	2010	
56	QA of MCPM	LBFC	2010	
57	OD for BPKMCH	BPKMCH	2010	
58	QAM for LGCDP	GTZ/UDLE	2010	
59	Building the Capacity of the Ministry of Finance in Financial Transparency (Anti-Money Laundering)	QUT/Australia	2010	
60	Designing Sector Conditional Grant	LGCDP	2011	
61	Study on Dang Community Forest	National Graduate Institute for Policy Studies Minato-ku, Tokyo	2011	

S.No.	Name of the Project/Consulting Service	Name of the Client	Year of Completion	Association with
62	Develop standards and norms for establishing 101 to 1000 bed private hospitals	Ministry of Health and Population (MoHP)	2011	
Projects covered by this Report				
63	MCPM Salyan, Rukum and Jajarkot DDC	LBFC/MoLD	2011	
64	O&M Survey of Mental Hospital, Lalitpur	MoHP	2011	
65	Training and exposure visit for the Afghan engineers	UNDP-Afghanistan	2011	
66	MCPM Gorkha, Dhading, Nuwakot and Rasuwa DDC	LBFC/MoFALD	2012	
67	MCPM Mugu, Humla and Bardiya	LBFC/MoFALD	2012	
68	MCPM Nepalgunj, Gulariya, Tikapur and Dhagadhi Municipality	LBFC/MoFALD	2012	
69	Quality Assurance Study of MCPM-Morang and Dhankuta DDC	LBFC/MoFALD	2012	
70	To Support on Gender Equality and Women's Human Rights Activities for Gender Responsive Service Delivery	MoLD	2012	NEPC
71	O&M Survey of National Public Health Laboratory, Teku	NPHL	2012	
72	Desk Review Studies of MoHP	MoHP	2012	
73	Formulation of Village Enterprise Development Plan (VEDP)	MEDEP	2012	
74	Geriatric ward and center operation	MoHP	2012	
75	Study on the Effectiveness of Nursing Services and development of Nursing Standards for Nepal	MoHP	2012	
76	Baseline Study of the Local Health Governance Strengthening Program (LHGSP)	GIZ-HSSP	2012	
77	Study on Management of Funds by Local Government Bodies	Transparency International, Nepal	Running	
78	Sub National Governance (SUNAG)	GIZ-GFA Consulting Group, Germany	Running	GFA
79	Strengthening Child Friendly Local Governance (CFLG)	WVI/UNICEF	Running	

7. Income And Expenditure, 2011-2012

Previous Year	Expenditure	Current Year	Previous Year	Income	Current Year
2067/68		2068/69	2067/68		2068/69
	Expenses Details			Income Details	
1,279,025.00	Remuneration	3,032,580.00	2,594,722.91	Consultancy & Advisory service	2,524,525.10
84,000.00	House rent	300,000.00		Misc.income	322.00
1,390,170.00	Salary	2,301,000.00	52,345.00	Contribution fund	
15,000.00	Audit fee	15,000.00		Membership Fee	3,500.00
306,245.00	Photocopy & Stationery	423,800.00			
256,295.75	Refreshment	418,985.82		Rural energy Technology programme	1,495,610.45
443,000.00	Daily Allowance	1,534,560.00			
66,990.00	Annual General Meeting	221,992.00	189,016.83	Interest	189,239.33
73,980.00	Telephone & Communication	57,450.00	2,444,980.28	CFLG National Programme	6,804,474.00
30,581.00	Elecericity	17,056.00	698,486.81	Anti money laundry Training	
135,885.67	Maintenance	30,250.00	95,429.00	Bharatpur Cancer Hostipal	
351,136.50	Transportation	1,786,933.00		VEDP Programme (Medep)	555,522.00
33,370.00	Misc.expenses	22,652.00		NEPC	147,000.00
141,119.00	Printing	172,358.00	377,626.60	Study of Dang Community forest	
96,900.00	Technial Support	128,500.00			
92,214.83	Fule Expenses	60,648.00			
2,600.00	Financial Support	-			
1,245,132.57	Training Expenses	989,923.36			
64,702.73	Deperciation	130,089.80			
344,259.38	Excess of income over Expenses	76,414.90			
6,452,607.43		11,720,192.88	6,452,607.43		11,720,192.88



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