

Inlogos Annual Progress Report

2067/68 (2010/2011)



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ACRONYMS

CFLG	Child Friendly Local Governance
CRC	Convention on the Rights of Children
DDC	District Development Committee
DPP	District Periodic Plan
FUG	Forest Users' Group
GA	General Assembly
GAM	General Assembly Meeting
GoN	Government of Nepal
NGIPS	National Graduate Institute for Policy Studies
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 Programme
LSGA	Local Self-Governance Act
LSGR	Local Self-Governances Regulation
MC	Minimum Conditions
MCPM	Minimum Condition and Performance Measure
MoHP	Ministry of Health and Population
MoLD	Ministry of Local Development
OD	Organization Development
O&M	Organization and Management
PM	Performance Measures
SCG	Sector Conditional Grant
UNICEF	United Nations Children's Fund
VDC	Village Development Committee
WVIN	World Vision International Nepal

1. Background

Institute of Local Governance Studies (Inlogos) is a professional organization specialized in the decentralization and local governance sector in Nepal. To promote democracy, local governance, and sustainable development is its motto. Over the past several years, Inlogos has been intensively involved in research and studies, policy formulation, project implementations, providing technical assistance to the community based development programmes and monitoring and evaluations of the projects implemented at the local level 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.

The institute has developed physical facilities as well as human resources, both in-house staffs/experts and a pool of resource persons to provide its services. The institute has a team of core staffs and the pool of resource persons comprising of well educated and experienced people from diversified areas. In Inlogos, there are thirty three qualified and experienced life members who are well in the sectors of decentralization, governance, planning and local development. Its network includes three institutional members and

seven non-members. The allied institutions are working in different community- levels from Eastern to the Far Western Development region of the country. The three specific international advisors in local governance, fiscal decentralization and community development are mobilized on as and when required basis.

Inlogos is managed by a multi-sectoral team of experts. Its main thrust is on transparency, accountability and quality services. Inlogos is governed by its General Assembly which functions as its apex body. It is convened at least once in a year. The Executive Committee of Inlogos comprises of eight officials who meet officially at least once in two months and takes decisions to facilitate the process of programme-execution and institutional development. The Secretary-cum-Director, supported by staffs, is responsible for the overall office management and operations of the institution. Projects implementation is carried out by in-house staff and external resource persons with proven background and professional achievements. Inlogos generally secures its assignments through participation in competitive proposals. However, some specialized works are awarded to Inlogos through negotiation as well. This report highlights the major activities and achievements of Inlogos for the Fiscal Year 2010/2011 (2067/68).

2. Activities Accomplished

2.1 Compilation of the Different Laws Related with Health Services

Inlogos provided its' technical support to the Ministry of Health and Population (MoHP) in finding and compiling the health related Acts in Nepal. Nineteen different Acts are compiled that are directly related to the health services. These are compiled and put in a single envelop. These Acts included: Nepal Medical Council Act, 2020; Epidemic Disease

Act, 2020; Drugs Act, 2035; Ayurved Chikitsa Council Act, 2045; Nepal Health Research Council Act, 2047; B.P.Koirala Health Science Academy Act, 2049; Nepal Nursing Council Act, 2052; Nepal Health Professional Council Act, 2053; Nepal Health Service Act, 2053; B.P. Koirala Memorial Cancer Hospital Act, 2053; Martyr Gangalal Heart

Centre Act, 2057; Nepal Pharmacy Council Act, 2057; Medical Science National Institute Act, 2063; Patan Health Science Institute Act, 2064; and others. The main objective of the assignment was to assemble those Acts to make it easy in assessing the legal framework of health services without contradicting the legal provisions and make easy to follow the spirit of the concerned Acts.

2.2 Strengthening Child Friendly Local Governance (CFLG)

Since 2009, Inlogos has been supporting the priority of the Ministry of Local Development (MoLD) in institutionalizing the concept of CFLG at the local level. Though, the issues of children are not new for the development practitioners mainstreaming the rights of children is a new

phenomenon that has been a key responsibility of the government since the endorsement of the 1989's CRC (Convention on the Rights of Children) in 1990. CFLG could be a new concept for the local bodies and the partner organizations especially the part of its internalization and institutionalization in the process, structure, policy and procedures. However, Child Friendly Local Governance is defined as a system of governance; that provides overall guidance to Local Bodies (LBs) for the institutionalization of child right issues as 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 the child friendly institutions, resource allocation, implementation, monitoring and evaluation for the best interest of children.



CFLG has been designed in such a way that it seeks to put children at the core of the development agendas, especially at the local level that has been led by the local bodies in the spirit of the Local Self Governance Act (LSGA), 1990. CFLG improved service delivery for children in a child friendly environment and behavior which is the ultimate outcome of CFLG. The government has taken CFLG as an important means for mainstreaming child rights in local governance system. It is anticipated that CFLG would contribute in attaining the indicators of Millennium Development Goals (MDGs), particularly those related to children and women.

The contribution and success of Inlogos's partnership with MoLD, UNICEF and World Vision International -Nepal (WVIN) has been reflected in GoN's approval of the CFLG national strategy, and its operational guidelines, 2068. This led the Ministry of Local Development (MoLD) to take CFLG forward with the technical support from the government and non government institutions and the development partners in coordination and collaboration with the local bodies and the civil society and their organizations. Inlogos's contribution especially resulted in the policy decisions and capacitating through trainings, orientations and interactions with the LBs and local government institutions to implement and take CFLG forward. The major thrust of Inlogos towards CFLG is to strengthen its concepts through linking the rights of children in the current practice of local bodies planning and decision making process.



There are twenty one DDCs, four Municipalities and one hundred twenty nine VDCs which have initiated the process of CFLG adoption. Inlogos contributed its technical assistance in this process. The CFLG national strategy has fixed six points indicators as a prerequisite for the LBs to adopt CFLG. The plan for 2011/12 is to cover thirty seven districts, fifteen municipalities and three hundred VDCs. It is planned to contribute to the cause of children, and adolescent girls to attain their rights through improved availability of quality services by promoting and strengthening CFLG.



2.3 Nursing Services and its Effectiveness in Nepal

Traditional nursing services began with a legacy of a mother's and experienced women's care at home especially to the sick and injured family members and pregnant women at delivery. In Nepal, modern nursing service based on the medical science was formally started with the establishment of Bir Hospital in 1947 B.S. However, before 1956 A.D. (2013 B.S.) there were only a few numbers of midwives serving in Nepal who were trained in India. In 1956, the first nursing school was opened in Nepal at Surendra Bhawan in Sanepa, that was supported by the World Health Organization (WHO). Later on, it was moved to Chhetrapati and then to Mahabouddha on the name of Mahabouddha Nursing Campus. Finally, the campus moved to Maharajgunj in 2042 B.S. under the management of Tribhuvan University, Institute of Medicine. Since then, a number of colleges have been opened and the production of nurses has been increases. Available information showed that there are 33,712 nurses registered in Nepal Nursing Council at present. The nurse-patient ration in Nepal is 1:156.4, at present. The number indicates the importance of nurses in Nepal.



However, Ministry of Health and Population (MoHP) has made an agreement with Inlogos to undertake a research study on the effectiveness of nursing services and to develop norms and standards of nursing professions.

Inlogos took a comprehensive research study on the said topic. The central, regional, district and specialized hospitals were taken as sample covering from government, private and cooperative/ community managed hospitals and nursing homes. Altogether, three hundred and fifty nurses were consulted besides the hospital managers, nursing administrators, doctors, paramedics and the patients/service seekers to find out the existing scenario of nursing services and its effectiveness in Nepal. Inlogos completed the field survey and developed a draft report in the reporting fiscal year. The draft report of the research study on nursing norms and standards has been submitted to MoHP and has been shared with the nurses and nursing professionals. In general, the preliminary findings have indicated a positive result but there are some gaps in delivering nursing services to the patients. Insufficient number of nurses, quality care, poor patient-nurse ratio, positions vacancy, working environment, coordination and cooperation and attitude and behavior were some of the areas where the gaps were identified. It is expected that the assignment will be completed in the coming fiscal year.



2.4 Study on Dang Community Forestry

Inlogos entered into a new development sector to assess the governance of community forestry in Dang district in Nepal. The study focused on the area covered by the community forest, its management practices, meetings and decision making process of the Forest Users' Group (FUG), composition of the FUG, socio-economic conditions of the beneficiaries and their practices of using the forest resources. More importantly, the status of their operational plan, cultivation and harvesting policies and practices and resource sharing were the areas where the study has focused on. The study indicates that the community forestry has established a positive impact in the governance system especially in the area of protection, conservation, utilization and ownership of the forest resources. The researcher and enumerators were mobilized from among the technicians, social workers and community based organizations working in the area of community forest management at the local level.

This Research study was carried out by Inlogos in cooperation with the National Graduate Institute for Policy Studies (GRIPS) Roppongi, Tokyo. Inlogos completed the assignment within the proposed time frame and the procedures defined. It is expected that the data sheet developed by the project will be useful both for the policy makers, technicians and the beneficiaries.

2.5 Organization and Management Survey

Inlogos has been serving a number of institutions in reviewing their existing management capacity, structural competency, adequacy of staff and efficiency in service delivery. During the reporting period its support was to the Ministry of Health and Population in carrying out an Organization and Management (O&M) survey of then Patan Mental Hospital. This is the single specialized hospital to serve the psychiatry patients in Nepal. Yet the hospital has not been upgraded since its establishment in 2040 BS. Nepal, being a part of Alma Ata Declaration has committed to serve people in physical, mental and social health. Though, the government has focused on health services through the improvements in physical health services its attention to mental health seems poor. In this perspective the MoHP has planned to address the mental health needs of people through offering more services with upgrading the hospital capacity in terms of beds and physical, financial and human resources. Inlogos completed the assignment of O&M survey and provided the MoHP a report on it with current situation analysis, justification to upgrade the hospital capacity, number and positions of staff, physical facilities with an anticipated financial burden to the government and its implications. Our study has proposed that the hospital should at least be upgraded with its capacity of 100 beds.

2.6 DDCs' and Municipalities' MCPM Assessment

The local Self- Governance Act (LSGA), 1999, envisaged that the LBs can deliver service more effectively, efficiently, and equitability to the local level. The Local bodies (LBs) as District Development Committee (DDC), Municipalities and the Village Development Committee (VDC)

are the frontline service providers to meet the basic development requirements of the people. The roles of LBs are more to focus and concentrate on planning, monitoring and coordination of the development activities at the local level. Over the years, the government of Nepal has been providing conditional and unconditional grants progressively to LBs to support such initiatives on community demand and priority. Local self-Governances Regulation (LSGR) 1999 have provisioned the performances based funding system. The GoN has set norms for allocating resources to the LBs based on their work performance as envisaged by LSGA. Minimum Conditions and Performance Measures (MCPM) is one of the major tools to assess the performance of LBs and the sole indicator for allocating the block grant. The Minimum Condition (MCs) are minimum requirements for assessing the fund requirements whereas, performances Measures (PMs) provide tools for analyzing the capacity level of the municipalities. The system of MCPM assessment was started few years back in DDC and Municipalities and MC in VDCs. However, the Local Body Fiscal Committee (LBFC) Secretariat under the Ministry of Local Development used to carry out MCPM assessment of each of the LBs annually hiring the services of development organizations and their professionals.

Since 2008, Inlogos has been providing its professional support to MoLD/LBFC in carrying out MCPM. In the reporting fiscal year Inlogos carried out the MCPM assessment of Salyan, Rukum and Jajrakot DDCs. There were 15 indicators to assess the Minimum Conditions (MCs) and 57 indicators to assess the Performance Measures of DDCs, while it is 40 for the Municipalities. Accordingly, Inlogos carried out the quality assessment of MCPM report of the Hetauda and Bhimeshwor Municipalities. Inlogos assessment showed a varied score on MC and PM of the DDCs but the result indicates an improvement on the performance of the DDCs and Municipalities.

2.7 Study on the Sector Conditional Grant

Decentralization has been placed in priority since the inception of the Seventh Five Year Plan (1985) in Nepal though; the movement was taken during the beginning of the 2000 after the enactment of Local Self Governance Act (LSGA) in 1999. However, GoN has a policy to devolve agriculture (agriculture extension and livestock services) services, primary education, basic health services and the local infrastructure development to the local levels. Even with the change in the political system there is a continued political support for decentralization. This is apparent from the Part 17 (Article 139) of the Interim Constitution 2063 of Nepal.



The Local Governance and Community Development Programme (LGCDP) have been under implementation for the last three years under the management of MoLD. The Sector Conditional Grant (SCG) pilot programme is one of the components under output five of LGCDP. It intends to test the efficacy of providing additional grant to the DDCs especially to support in meeting the demand for non-personnel recurrent expenditure of the devolved sectors (agriculture, education and health). The pilot programme was introduced during the FY 2066/67 in Taplejung, Sarlahi, Manang, Pyuthan and Darchula. A total of twenty two million Nepalese Rupees was allocated to the initial piloting effort that was equally distributed to the five pilot districts. Inlogos made evidence based assessment on the utilization of SCG in the pilot districts.

There have been some positive indications of the SCG in strengthening the devolution process. The public service delivery system, generally, suffers from insufficient funding for the non-personnel recurrent expenditure including the operation and maintenance of the social infrastructures at the local level. The devolved sectors especially the agriculture sector has inadequacy of fund compared to the human resource availability. It is anticipated that the results of this piloting effort can improve the process and result in improved delivery of critical public services. Inlogos has submitted the final report in three parts: i) SCG study report; ii) Designing of SCG; and iii) SCG implementation guideline.



3 Inlogos Meetings

3.1 General Assembly Meeting (GAM)

The sixth annual general assembly meeting of Inlogos was held on Mangsir 03, 2067 at Inlogos meeting hall in Kathmandu. Out of thirty three individuals and three institutional members of Inlogos sixty four percent members participated the meeting. The meeting was chaired by the Executive Chairman of Inlogos Mr. Khem Raj Nepal.

The meeting appreciated the annual progress and achievements made and decided to endorse the annual technical report presented by the Secretary-cum-Director Mr. Binod Prasad Dhakal on behalf of the Executive Chairman and the financial report including the Inlogos audit report of FY 2067/68 presented by Treasurer Mr. Banshidhar Ghimire.



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 of the meeting. The committee is also responsible for developing the agendas for the GA meeting and took decisions to implement the GA meeting decisions.



4 Others

Inlogos as a specialized agency for local governance has been participating in different events and activities and has been providing ideas and innovative mechanism to reform and institutionalize the local governance process in Nepal. The meetings, seminars, workshops and the interactions are the major events and activities through which Inlogos and its members have delivered the ideas. Besides, Inlogos itself has been assessing the areas where we can contribute to strengthen the governance system in Nepal. There are three major areas that Inlogos has shown its interest in the reporting fiscal year, as: i) community access to financial resource through micro-credit facility; ii) information technologies in recording and reporting system; and iii) peace and security.

i) Community access to financial resource:

Inlogos has assessed the opportunity of implementing micro-credit programme in three districts as a pilot initiation in order to increase the community access to the financial resources to start small-scale income generating activities especially for the low income community people. To materialize the concept Inlogos has been partnering with Namsaling Community Development Centre, Ilam, Maheila Ko Haat, Kathmandu and Infinity Saving and Credit Cooperative Ltd., Kathmandu. The partner institutions are willing to establish a micro-credit financial institution. The process is going well.

ii) Information technology in recording and reporting system:

Inlogos, through its intervention in the governance system, has experienced that the recording and reporting system of the service delivery functions especially in the government sector is weak, that has direct effect on the public services delivered by the government. We find the weak information and communication system as one of the major bottleneck in service delivery. To make the communication system effective Inlogos has tried to develop mechanism of computerized recording and reporting system that would facilitate to make the government recording and reporting system effective. We have organized preliminary meetings and consultation with the policy level experts and the technicians, but the result has not been achieved yet.

iii) Peace and security: Inlogos has consulted with development practitioners and security personnel to develop a model of bridging peace and security in the governance system. Our idea is to establish a system of peace and security to achieve a synergic effect in the process of development and service delivery. A preliminary meeting was organized with the development professionals and the security experts in Inlogos to share this idea.



5. Brief of the Year 2009/2010

Policy support to the government, especially, in promoting good governance and service delivery was the focus area of Inlogos for the year 2009/2010 (2066/67). Numbers of policy documents have been drafted by Inlogos in the areas of health governance, child friendly local governance, energy and environmental governance and the system of quality assurance in local governance and service delivery mechanism. Three policy documents are taken as key success of Inlogos that promotes local governance. They are: i) National Strategy for Child Friendly Local Governance and its Operational Guidelines; ii) Devolution Framework and Operational Guidelines for Local Health Governance Strengthening Programme; and iii) Minimum Standards for Private Hospitals and Nursing Homes to operate in a capacity of 101 to 1000 beds. All of these policy documents have been approved by the government and are taken to execution in the reporting fiscal year. Besides, there are three major operational levels of reports that have been taken for implementation by the concerned agencies. They are: i) Organization and Development (OD) study of the B.P.Koiral Memorial Cancer Hospital, Bharatpur and Janak Education Material Centre, Bhaktapur; ii) Operational Manual for Environment and Energy Planning; and iii) Assessment report on Minimum Condition and Performance Measure.



Major Policy Intervention:

After a long journey from 1990 to 2011, Nepal has been successful in institutionalizing the ideas of Convention on the Rights of Children (CRC) in the form of child friendly local governance and taking movement towards promoting Child Friendly Local Governance (CFLG) through incorporating the issues of child rights in the system, structure, policy and procedures of the local government institutions. Nepal, being a part of the CRC 1989, has ratified it in September 14, 1990 with its high commitment to ensure the rights of children. Though, the experience has shown it to be a difficult task to translate it into an action. However, Inlogos partnership with MoLD, UNICEF and WVI since 2009 has resulted a key and propitious result in the reporting year

to promote child friendly local governance in Nepal. Through this partnership the Government of Nepal has been successful in developing CFLG national strategy and its operational guideline. The CFLG National Steering Committee led by MoLD has endorsed the CFLG National Framework and Operational Guidelines last year that has been approved by the Council of Ministers on Asadh 21, 2068 as CFLG national strategy and operational guideline. With the successful result in policy decisions to promote child friendly local governance, the stakeholders and the partner organizations have point out that the partnership need to be continued even in the implementation process especially to provide technical support at the local level.

6. Executive Committee Members- Inlogos

Mr. Khem Raj Nepal	:	Executive Chairperson
Mr. Birendra B. Deoja	:	Vice-Chairperson
Mr. Banshidhar Ghimire	:	Treasurer
Ms. Padma Mohani Mathema	:	Member
Mr. Surya Saran Regmi	:	Member
Mr. Rabindra N Adhikary	:	Member
Mr. Siddha R. Pant	:	Member
Mr. Binod P Dhakal	:	Secretary cum Director

7. Inlogos Projects

S. No.	Name of the Project/Consulting Service	Name of the Client	Year of Completion
1	Impact Monitoring of the Local Health Governance Strengthening Programme	GIZ-HSSP	Running
2	Assessment on the Effectiveness of Nursing Services in Nepal	MoHP	Running
3	Strengthening CFLG	WVI/UNICEF	Running
4	Organization of orientation and exposure visit for the Afghan engineers	UNDP-Afghanistan	2011
5	MCPM Salyan, Rukum and Jajarkot DDC	LBFC/MoLD	2011
6	Develop standards and norms for establishing 101 to 1000 bed private hospitals	Ministry of Health and Population (MoHP)	2011
7	Study on Dang Community Forest	National Graduate Institute for Policy Studies Minato-ku, Tokyo	2011
8	Designing Sector Conditional Grant	LGCDP	2011
9	Building the Capacity of the Ministry of Finance in Financial Transparency (Anti-Money Laundering)	QUT/Australia	2010
10	QAM for LGCDP	GTZ/UDLE	2010
11	OD for BPKMCH	BPKMCH	2010
12	QA of MCPM	LBFC	2010
13	Preparation of Desktop Manual for MEDEP	MEDEP	2010
14	Study on the Functioning of LPCs	GoN/MoPR	2010
15	Preparation of LHGSP Operational guideline	GTZ/HSSP	2010
16	Health Sector Devolution Framework	GTZ/HSSP	2010
17	Child Friendly Local Governance (CFLG)	WVI/UNICEF	2009 to date
18	Municipal MCPM	LBFC	2010
19	Preparation of District Environment and Energy Periodic Plan	REDP/UNDP	2009
20	Preparation of Environment and Energy Sector standards and planning guideline	REDP/UNDP	2009
21	Organizational Development Study	JEMC, Bhaktapur	2009
22	Revision on the MEDEP Operational Guideline	MEDEP/UNDP	2009
23	Revenue potential study	DDC Kavre	2009
24	District Periodic Plan preparation	DDC Makawanpur	2009
25	Service providers inventory	DDC Kathmandu	2009
26	CFLG national framework preparation	WVI/UNICEF	2009
27	MCPM Assessments of Municipality, Cluster 3 (Biratnagar, Inaruwa, Rajbiraj, Triyuga)	LBFC	2009

S. No.	Name of the Project/Consulting Service	Name of the Client	Year of Completion
28	Preparation of District Profile of Taplejung	DDC/SNV Taplejung	2008
29	Research study on the utilization of Social Security Allowance	Inlogos	2009
30	Assessment of VDC governance with special reference to VDC block grant utilization	UNDP	2009
31	Review of district periodic plan	DDC/SNV Taplejung	2008
32	Preparation of monitoring indicators for municipality	NVC	2009
33	Preparation of new Act for NARDF	NARDF	2009
34	MCPM Assessments of DDCs, Cluster 18 (Salyan, Jajarkot, Rukum)	LBFC	2009
35	MCPM Assessments of DDCs, Cluster 16 (Banke, Jumla, Dolpa)	LBFC	2009
36	MCPM Assessments of Municipalities in Cluster 4 (Mahendranagar, Dhangarhi, Tikapur)	LBFC	2008
37	Orientation and Strategic Planning for the s MEDEP III Phase District	MEDEP/UNDP	2008
38	Sarkari Banki Minaha kam	Kendriya Tahashil Karyalaya	2008
39	Study on the Management of DDF	LBFC	2008
40	Small-Scale Health Infrastructure Development	GTZ/HSSP	2008
41	Study on the Effectiveness of the Public Service Delivery in the sectors of Customs and prepare the Objectively Verifiable Monitoring Indicators	NVC/GoN	2007
42	Preparing the Governance Reform and Decentralization Cluster Program I	ADB with TMS	2008
43	Anti Corruption and Municipality Good Governance Support Project	DanidaHUGOU	2008
44	Study on the Effectiveness of the Public Service Delivery in the sectors of Land Tax and Revenue mobilization	NVC/GoN	2007
45	Institutional Development Study for the Municipal Governance	Banepa Municipality	2007
46	Accountability Study on Public Service Delivery	NVC/GoN	2007
47	Revenue Potential Study of Nuwakot DDC	DDC Nuwakot	2007
48	Preparation of District Enterprise Development Guidelines	MEDEP/UNDP	2007
49	Development of National Strategy on Disaster Management in Nepal	UNDP/NSET	2007
50	Study of social mobilisation efforts in urban areas under the RUPP programme and the sustainability of TLOs	RUPP/UNDP	2007

S. No.	Name of the Project/Consulting Service	Name of the Client	Year of Completion
51	Study on the Implementation and Effectiveness of the Departmental Action	CSACP/ Pro-public/DFID	2007
52	Impact Assessment of Village Development Programme	LDfB Bhaktapur/ DLGSP	2006
53	First Phase Review of the Micro-Finance and Marketing Component of the Western Upland Poverty Alleviation Project	WUPAP/IFAD	2006
54	Preparation of Guideline for internalization of MEDEP into DDC	MEDEP/ UNDP	2006
55	Review on the Study Reports of Strengthening Revenue Administration in Nepal	Ministry of Finance	2006
56	Study on Revenue Leakage in Customs Valuation System in Nepal	National Vigilance Centre (NVC)	2006
57	Capacity Development Through System and Procedure Development	ADDCN /DFDP	2006
58	Preparation of Project Completion Report of Poverty Alleviation Project in Western Terai (PAPWT)	PAPWT	2005
59	Preparation of the Judicial Guideline for Municipalities	Lalitpur and Biratnagar Sub-metropolitan cities, Kathmandu Metropolitan City and Madhyapur Thimi Municipality	2005
60	Study of PPP arrangement in water supply and electricity distribution in the municipalities	PPPUE/ UNDP	2005
61	Patterns of Local Governance Expenditures in the Context of Rural Poverty Reduction	ADB	2005
62	Training Program on Proposal Preparation and report writing	DASU Danida	2005
63	Preparation of Municipal Urban Poverty Reduction Strategy	MuAN/GTZ	2005
64	Mid Term Review of Periodic District Development plan of Bhaktapur district	DDC/ DLGSP/ UNDP	2005
65	Personnel Record Keeping and Filing System Management	Kathmandu Metropolitan City	2005
66	Preparation of guidelines for establishment of Sectoral line agencies in the DDC	DDC Sindhupalchok	2005
67	Comparative Study of Annual Reports of CIAA for past years	Pro-Public (DFID supported project)	2005

8. Income and Expenditure, 2010-2011

Expenditure		Income	
Expenses Details	RS	Income Details	RS
Consultancy fee	1,279,025.00	Consultancy& Advisory service	2,594,722.91
House rent	84,000.00	Contribution fund	52,345.00
Salary	1,390,170.00	Interest income	189,016.83
Audit fee	15,000.00	CFLG National Programme	2,444,980.28
Photocopy & Stationery	227,038.00	Anti Money laundering & revenue programme	698,486.81
Refreshment	256,295.75	Bhratpur cancer Hospital	95,429.00
Daily Allowance	443,000.00	Study of Dang Community forest	377,626.60
Annual General Meeting	66,990.00		
Telephone & Communication	73,980.00		
Ticket & Courier	2,097.00		
Electricity & Water	30,581.00		
Maintenance	135,885.67		
Transportation	351,136.50		
Miscellaneous expenses	33,370.00		
Printing	141,119.00		
Logistic	77,110.00		
Technical Support	96,900.00		
Fuel Expenses	92,214.83		
Financial Support	2,600.00		
Training Expenses	1,245,132.57		
Depreciation	64,702.73		
Excess of income over Expenses	344,259.38		
Total	6,452,607.43		6,452,607.43



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