



Inlogos



Progress Report

Status and Achievements

Baisakh 62 to Asar 2064
(April 2005 to June 2007)

Institute of Local Governance Studies

1. Introduction

1.1 Background

Institute of Local Governance Studies (Inlogos) is a non-governmental, non-profit, and non-political organization operated by a team of highly qualified and experienced development professionals and local governance experts. Established in April 2005, it is registered with the District Administration Office, Kathmandu, and affiliated with the Social Welfare Council (SWC) of Nepal. It aims to promote local democracy by contributing to bridging the gaps in rural, urban, and regional planning, research and training in the area of decentralization, local governance, and development. The focus of the institution is to promote decentralization, local level planning (rural, urban, and regional) and strengthening of the local governance system.

1.2 Objectives

Inlogos is fully committed to provide technical and facilitation services that promote local governance system. These include the following: -

- Accelerating local development activities through capacity strengthening of local bodies and partner organizations in planning, policies, management services, and implementation of development activities.
- Strengthening cooperation and coordination between local and central bodies and to help central bodies in fully devolving authority to local bodies.
- Assisting central level sectoral agencies in the preparation of policies,

strategies, work plans, and directives to support and accelerate local development through devolution of authority and responsibility.

- Promoting multi-sector public private partnership at the local level.

Inlogos carries out the following activities to fulfill its objectives: -

- Provide consultancy services to strengthen local capacities to municipal, district and village level organizations in terms of rural, urban, rural-urban, planning, research, policy, administration, management, finance, and sustainable development.
- Design and undertake training, workshops, and seminars related to decentralization and local governance.



- Develop operational manuals and teaching materials related to the functions and responsibilities of local bodies.
- Design and conduct studies and research relating to local development, decentralization, and local governance.
- Recognize / Reward individuals and/or institutions and local bodies who provide outstanding

contributions to the promotion of local governance system in the country.

- Promote exchange of knowledge, best practices, and skills among key partners through networking with local governments at national and international levels. Help local bodies in good governance through involvement of civil society, developing partnerships with NGOs, CBOs, and private sector organizations; and involvement of third party technical auditing and public auditing
- Development of standards, manuals and directives relating to specifications, designs, cost estimating, and procurement of public works in local languages fully compatible to local needs and working conditions.
- Helping to promote local governance systems.

1.3 Mission and Values

Inlogos mission is to promote local democracy through strengthening local governance system. Inlogos has strong belief that Nepal's sustainable development is possible only through a decentralized and participatory approach at all levels of governance.

1.4 Functioning

General Assembly (GA) is the highest body. It is convened at least once a year. Major functions of the GA are to review progress and approve annual programme budget, plans, and programmes, and approve policies, review annual income, and expenditures.

The Executive Committee meets bi-monthly and takes decisions to implement the policies as approved by the GA. The

Secretary and Director supported by team of staff carry out the day-to-day functions under the directives of the Executive Chairperson.

Inlogos Functions



Use of Photocopier



2. Achievements / Services Provided by Inlogos

2.1 Decentralization and Local Governance

2.1.1 Mid Term Review: Periodic District Development Plan

One of the major achievements in the sector of local governance during the last decade can be considered as the capacity development of the District Development Committees (DDCs), especially in the field of participatory planning, databases management, and coordination among the local level development partners. As a part of capacity enhancement, DDC Bhaktapur, in coordination, cooperation, and participation with the local level development institutions has developed a five years Periodic District Development Plan (PDDP). This was the first plan of this kind in the district. The participatory approach and methodologies was used while developing PDDP and the same process was followed while conducting mid-term review. As a pioneer institution in the field of local governance and planning, Inlogos successfully completed the task assigned to it. One of the main objectives of this assignment was to review the mid term progress achieved.

The review findings indicate that the local government institutions especially the DDC have developed its capacity to prepare the plans and implement them effectively. It was found that information based plan formulating methodology was appreciative. As the task accomplished by the district was first of its nature, some challenges had to come across during plan implementation. Firstly, the development partners including the governmental and

non governmental sector lagged behind to understanding properly the plan. Secondly, the plan designed was based up on deficit financing, and the district authorities were not very clear about it. And thirdly, the monitoring part was weakly followed for the effective, efficient, and result oriented implementation. However, the indicators defined in reviewing the plan have shown that the achievements of the plan against its target were not less than fifty percent.

2.1.2 Urban Poverty Reduction Strategy for Municipalities

Inlogos has provided technical support in preparing Urban Poverty Reduction Strategy (UPRS) -a campaign which was jointly initiated by Municipal Association of Nepal (MuAN), and Ministry of Local Development (MLD). Inlogos provided facilitation the said project in: organizing the national workshop where all the ministries (participating 58 municipalities). More specific and intensive support was provided to the three selected municipalities, namely Kalaiya, Janakpur and Biratnagar. Furthermore, Inlogos involvement was to facilitate the National Seminar for wider dissemination among the central level stakeholders. During the course of project implementation, household survey in the three selected



municipalities (Kalaiya, Janakpur and Biratnagar) was carried out for developing poverty profile and associate maps. One of the main objectives of the campaign was to orient the municipal officials in the sectors of urban poverty, its consequences, and the possible ways of addressing the issues. Finally, support them in preparing the urban poverty reduction strategy applicable for the local level. It is expected that the municipalities will disseminate the strategy to the central level stakeholders to facilitate during the process of policy formulation and to the municipal people in implementing the policy, plan, and the strategy.

2.1.3 Public Private Partnership: Arrangement in Water Supply and Electricity Distribution in Municipalities

Inlogos in cooperation with Public Private Partnership for Urban Environment (PPPUE/UNDP) carried out a study on Public Private Partnership (PPP) arrangement on water supply and electricity distribution in the municipal areas of the country. The study was carried out in the three selected municipalities: Bhaktapur, Biratnagar, and Butwal. During the study in-depth discussions were made with the concern authorities of Nepal Water Supply Corporation (NWSC) and Nepal Electricity Authority (NEA) in assessing the capacity, potentialities, and opportunities for PPP initiations.

In order to strengthen the decentralization process and ensure the role of private sector in local governance, Local Self-Governance Act (LSGA) 2055 was enacted. Moreover, LSG Regulations, Decentralization Implementation Plan

(DIP), and Public-Private Partnership (PPP) have been adopted for ensuring the above process more workable. These legal provisions are supposed to empower and



authorize local bodies to engage communities and the private sector in local development.

The study recommends that the Public Private Partnership approach to service delivery appears to be a viable option to augment municipal resources and enhance their capacity for governance; however, it requires to be developed by taking into account profitability for the private sector and access to services by the poor. Any arrangement tending to exclude poor should not be entered into. Therefore, local level PPPs should be developed in such a way that the civil society gets a formalized role-play in issues of tariffs, access to service, and its coverage. Since Biratnagar and Butwal Municipalities are implementing the Poverty Reduction Strategy, PPP be extended to drinking water and electricity services. By nature of their services municipalities are in better situation to address the issues of poverty rather than NEA and NWSC.

2.1.4 Establishment of Sectoral Units: Guidelines

Local Self-Governance Act of 1999 has opened up an opportunity for DDCs in establishing the sectoral units under their purview. The DDCs can operate the sectoral units after fulfilling the pre-requisites, as specified in the Act. After assessing its capacity of fulfilling the pre-requisites, Sindhupalchok DDC decided to make guidelines for the establishment of the sectoral units. Following the procedures and necessary arrangements DDC Sindhupalchok decided to accomplish the said task in cooperation with Inlogos. Both the parties agreed and accepted the proposal and completed the task. The main objective of this assignment was to prepare the guidelines to facilitate the process of establishing sectoral units in DDC. Accordingly, guidelines have been prepared and submitted to the Sindhupalchok DDC for the operation of sectoral units under its jurisdiction.



2.1.5 Social Mobilization Efforts in Urban Areas under RUPP

Urban and rural poverty alleviation is the major focused area of planned development in Nepal. Various rural and

urban development programmes are being launched across the country. Rural-Urban Partnership Programme (RUPP) is a joint undertaking of Government of Nepal (GoN) and UNDP for poverty alleviation. Started since September 1997 the programme aims at securing the right to sustainable livelihoods among the poor in the Municipal areas. The programme is now implemented in 35 municipalities and 50 Rural Market Centres (RMCs) in the country.

A wide range of activities covering social mobilization and institutional development, enterprise development, resource mobilization, human resource development, urban governance and rural urban linkages have been undertaken in the programme areas. Inlogos carried out study the sustainability of TLOs under RUPP and has made appropriate recommendations. Inlogos found that the programme has succeeded in finding the intended outputs from the programme.

Along with successful implementation of TLOs, the risk factor for sustainability of the programme exists there. The community expectation may not match with the phase out plan of the programme. Inlogos for the purpose has recommended RUPP to link it up with the other similar programme. The UNDP's local governance programme such as DLGSP, PPPUE, MEDEP, MGEP, DFDP, and REDP may also support TLOs as developed under RUPP. These programmes being more rural focused there appear some risks associated with it. The nature and types of rural and urban problems are different. There may not be homogeneity in the interests of the rural and urban dwellers. However, one of the most common interests of both the urban and rural residents is to increase their income, which

brings them closer. Otherwise, there is no such common interest in urban areas except in the TLOs existing in the periphery of the urban areas.

2.1.6 Development of National Strategy: Disaster Risk Management

Inlogos has completed a joint project with the National Society for Earthquake Technology (NSET) in preparing the national strategy on disaster risk management for Nepal. This UNDP funded project is implemented in coordination with the Ministry of Home Affairs. One of the main objectives of the project is to assist the GoN in developing a comprehensive National Strategy on Disaster Risk Management.

The proposed strategy has covered all the 14 sectoral areas in the formulation of the disaster management strategy. Further, the study has made an attempt to explore and develop concept for optimal institutional mechanism that would include all the main stakeholders – the government at all levels, sectoral departments of the government and their regional/district or field offices, scientific and academic bodies, NGOs, private sector, and other social organizations. The final report has also cover the draft concept for appropriate policy and legal framework for effective implementation of the strategy in a sustainable and cost-effective way. However, Inlogos priority is to develop community friendly strategy and tie up the strategy in line with the concept of decentralization and local governance. It is expected that the generic and specific issues covered by the strategy will be useful even for developing vision of the country, including local government.

2.1.7 Anti-Corruption and Municipal Good Governance

Corruption is one of the prime factors of bad governance in Nepalese public sector management. As elsewhere, municipalities in Nepal should be at the frontline in providing services to the people. Promotion of good governance in municipalities is inevitable to strengthen democracy and establish the rule of law.

Good governance requires transparency, accountability, and public participation in the municipality decision making process as well. Human rights are ensured only through fair and equitable delivery of services. Hence, municipalities play an important role in ensuring human rights and strengthening democracy at local level by providing clean, prompt, and reliable public services. In this connection, Inlogos has designed an anti-corruption project that is being implemented in three municipalities with financial support from DanidaHUGOU.



Biratnagar and Birgunj Sub-Metropolitan city and Madhyapur Thimi Municipality are the three selected municipalities where the project is launched on pilot basis. The project intends to study the existing systems of governance in municipalities in

order to develop strategies to combat corruption. The areas of study would be the decision making process, service delivery, planning and budget execution, taxation and other resource mobilization systems and information dissemination processes within the municipalities.

It can be assumed that effective measures to combat corruption require a system of good governance, which in turn, is expected to ensure the fulfillment of human rights. Therefore, the development objective of the project is to prevent corruption and promote good governance in municipalities in Nepal. The project is expected to support (i) the central level agencies in determining anti-corruption strategies for municipalities; and (ii) the municipalities to determine anti-corruption preventive measures and deliver public services. The lessons drawn from the project in the three municipalities are expected to be replicated in other municipalities in Nepal.

2.1.8 Governance Reform and Decentralization Cluster Program I

Since early 1960, Nepal adopted Decentralization as a process to mobilize people's participation in development. This has undergone significant changes over time. The Constitution of Nepal, 1991 had incorporated Decentralization into its directive of the state policy and had stated as "Decentralization should be the means for ensuring optimum participation of people in governance and hence enjoy the benefit of democracy." The promulgation of three separate local governments Acts (DDC, Municipality, and VDC) in March 1992 and Local Self Governance Act (LSGA) in 1999, and the enactment of LSGR and LBFAR was the beginning of

initiating a systematic process to decentralization in the country. A National Framework for Decentralized Governance and Capacity Building (2002) was endorsed to provide guidelines for harmonizing the supports for strengthening decentralization. The Decentralization Implementation Monitoring Working Committee (DIMWC) has prepared Decentralization Implementation Plan with time bound activities to implement LSGA provisions.

The Tenth Plan has given more emphasis on good governance as a means for attaining Plan's overall poverty reduction strategy. Public service reforms, decentralization, corruption control and judicial reforms are considered as the key for good governance. Besides, the plan has emphasized devolution as the key to improve service delivery at the grass root level. The ongoing planning process for framing the three-year interim plan is supposed to adopt the provisions made by the tenth Plan.

In line with the above descriptions Asian Development Bank has initiated to conduct a study on Preparing Governance Reforms and Decentralization Cluster Program I. The overall goal of the study is to support inclusive poverty reduction by ensuring that the rural poor have better access to services in education, and agriculture sectors in particular. The task has been initiated by a professional team of Total Management Services (TMS), Policy Research and Development (PRAD), and Institute of Local Governance Study (Inlogos). Based on the outcomes of the study and empirical modeling, robust systems with appropriate programs for devolved, decentralized, and inclusive governance aimed at addressing the problems of poverty and enhanced income

security will be recommended for agriculture and education sector.

2.1.9 Revenue Potentiality: District Development Committee

Enactment of the Local Self Governance Act of 1999 has been regarded as one of the major achievements and a big leap forward towards decentralization and local governance in Nepal. The LSGA provides authorities to the local bodies to plan, generate, and mobilize resources. Accordingly, local bodies are entrusted with the responsibility of delivering services, increasing participation, and improving accountability and transparency in their operations. More specifically, the DDCs have developed their capabilities relatively in the areas of planning, databases management, participatory project implementation, and coordination among various development partners. However, they are still lacking behind in the part of financial decentralization. In one hand there are still certain limitations in the Act and on the other; the DDCs are not fully aware and capable in harnessing the potentialities of the revenue sources.



The LSGA visualizes local bodies as local level government units that practice

democratic processes, adopt participatory and accountable behaviors, and are transparent in their decision-making systems.



However, DDCs have been facing challenges in planning and budgeting and resource forecasting. In this connection Inlogos has carried out a study on the revenue potentiality of Nuwakot DDC. A detail study on the opportunities and possible ways of harnessing the potentialities for revenue in the district has been made. Based on the analysis it has been found that the DDC can earn a minimum of 2 million rupees additional revenue per year by following the short term strategies. Following the long term strategy it can produce around 10 million rupees additional revenue in a year. DDC is suggested different strategies to harness those opportunities. However, it is expected that the findings of the study will significantly contribute in the part of strengthening organizational development capability and the financial decentralization for DDCs.

2.1.10 Accountability on Public Service Delivery

Accountability is a broad based terminology for defining the work

performance of the public personnel officials, offices and the staff while determining the level of governance. Well-defined result oriented tasks and the monitoring mechanism having the consequences towards the rewards or sanctions are the key indicators of accountability. Michael D. Lowe writes that "Accountability details the responsibility for achieving performance and for the use and stewardship of resource and power". Accountability should be applied to all levels of staff and all organizational units, the later normally personified by the head of the unit. However, Inlogos under the support of National Vigilance Centre (NVC) carried out a study to assess the accountability on public service delivery. The ultimate objective of the study was to review on the theoretical aspect of the terminology; its existing practices, and policies, present status on accountable functioning of the public offices. Based on the findings of the study recommendations were made to NVC for improved service delivery. Primary health care, land management, and the agro-enterprise and micro credit were the sectors analyzed for. Primary health centres operating in Kirtipur and Gokarna in Kathmandu, Land Measurement Office in Kavre, Dhulikhel, and Agriculture Development Bank in Bhaktapur were studied for the purpose.

Findings of the study show that the public offices covered by the study were trying to deliver the public services efficiently and effectively. However, it was found that they are less aware on the issue of accountability and its conceptual arrangements. Besides, some good examples, the followings are some issues that have been hindering promotion of accountability.

- i) transparent norms are not followed in providing the medicines;
- ii) medical officers (doctors) are not available in adequate number;
- iii) participation of the service seekers in land measurement procedures is poor;
- iv) service delivery procedure followed by the land measurement office is lengthy and time consuming;
- v) the rate of recovery of Agriculture Development Bank loan is low; and
- vi) valuation and monitoring of the collateral for the credit flow is ambiguous.

Based on the findings of the study three different natures of recommendations were provided to the client for the responsive and accountable public service delivery. Those three include: recommendations applicable for the NVC functioning; ii) recommendations applicable for the offices studied; and ii) general recommendations applicable for each of the public service delivery offices in Nepal.

2.2 System and Procedure

2.2.1 Judicial Guideline for Municipalities

The LSGA, 1999 has provided with some of the semi judiciary jurisdiction to the municipalities. The municipalities are having neither enough capacity to execute the judicial functions nor are they support for their capacity enhancement. However, Kathmandu Metropolitan City, Biratnagar and Lalitpur Sub Metropolitan City, and the Madhyapur Thimi Municipality have noticed the gap and attempted to develop the operating guidelines. Technical support in preparing the judicial guidelines was provided by Inlogos. One of the major objectives of the assignment

was to develop formats and check list necessary in carrying out the judicial functions of the municipalities, as per LSGA, 1999. It is expected that the guideline has been supporting the municipalities in carrying out their duties for accountable functioning. Furthermore, it could be an effective tool in providing efficient and quality services to the service seekers under the municipal jurisdictions.

2.2.2 Capacity Development of the Local Bodies

Nepal has been practicing decentralization and local governance for the last five decades. The promulgation of Local Self-Governance Act, 1999 has been a major step towards establishing good governance and initiating development through local participation. It is notable fact that a major constraint on the effective exercise of the power vested upon the local bodies has been the lack of their capacity in the various aspects of governance such as planning and project prioritization, financial management, operation and maintenance of development projects, monitoring, and evaluation of project implementation, formation of user's committee, and project implementation. Inlogos from its very beginning of establishment has been supporting the local bodies to enable them to function effectively and efficiently. Authority has been devolved to the DDCs in preparing development plans, facilitating project execution, and developing linkages and maintaining coordination for monitoring and evaluation of the development projects in the district. However, a gap prevails in facilitating the project planning, financial management, monitoring and evaluation, formation and operation of the user's committee, and operation and

maintenance of the infrastructure projects handed over to the local community.



Realizing the fact, Decentralized Financing and Development Programme (DFDP) being executed under the Ministry of Local Development, decided to prepare the operational manuals on the sectors mentioned above. Inlogos in coordination and cooperation with the Association of District Development Committee Nepal (ADDCN) has completed the task of developing manuals in five different sectors. These manuals are prepared by the experts from the institution in coherence with LSGA, LSGR, and other prevailing laws concerning the local bodies. Five different manuals; i) Local Planning and Project Prioritization, ii) Financial Management, iii) User Committee Formation and Project Implementation, iv) Monitoring and Evaluation, and v) Operation and Maintenance Manual; are submitted to ADDCN, DFDP, and MLD. It is expected that the manuals will be made available to the concern agencies after completing the process of its legalization. The local bodies, especially the DDCs, will find it as a major tool in facilitating their service delivery functions.

2.2.3 Internalization of Micro Enterprise Development Programme

One of the GoN/UNDP joint projects - Micro Enterprise Development Program (MEDEP) - aims at improving the living standard of the low-income poor families by increasing their income through the promotion of micro enterprises. The programme was initiated in some of the selected districts of Nepal during 1998. One of the main objectives of this program is to contribute in poverty alleviation of the poor, deprived women, dalit and indigenous people living below the poverty line.

Inlogos has prepared a guideline for (MEDEP) to facilitate the process of its internalization into DDC. It is expected that the guideline will support for ensuring the sustainable functioning of the programme and also to institutionalize the sector of micro enterprise development, as a sustainable effort for poverty reduction in the community level. Inlogos is hopeful that the guidelines will help in establishing a micro enterprise development process and ensure the roles and responsibilities of the development partners and stakeholders in the district.

Accordingly, Inlogos has prepared an operating guideline for Micro-Enterprise Development Fund (MEDF) in the district. The guideline provides details on the process and procedures of operating micro enterprise development fund. From this perspective it is expected that the guideline could be a useful tool for the DDCs in the process of internalizing the programme, and operate the district level MEDF for the benefit of poor micro-entrepreneurs.

2.2.4 Effectiveness of the Public Service Delivery in Land Tax and Revenue mobilization

Land is the major fixed asset of the Nepalese people. Land is taken as vigor of the people and symbol of social dignity. Having such perception of people, land issues relating to land tax, land ownership, and the recording system play crucial role in public services. Considering the importance of land administration in the present context; Inlogos under the support and cooperation of NVC carried out a study in assessing the effectiveness of public service delivery in land tax and revenue offices and prepare objectively verifiable indicators for monitoring the activities. The study was based on the secondary information received from the department and other concerning offices; key informant survey was done in the department of land tax and land tax office at Dillibazar, Kathmandu. Opinion survey with structured questionnaire was done with the government staff, service facilitators (*lekhandas*), and the service seekers present in the land tax office.

Registration, transfer of land ownership, conciliation of the land tenure and ownership information, maps verification and amendment, and revenue mobilization were some of the major areas where recommendations on the monitoring indicators have been made. However, it is expected that Inlogos recommendations will facilitate significantly the monitoring functioning of NVC. Also, it would be helpful in keeping records on the public and private land, revenue forecasting, and its collection, and other management aspects for the effective public service delivery at the land tax office (*malpot karyalaya*) in Kathmandu.

Further the recommended monitoring indicators and the reporting system would be useful for each of the land tax offices in Nepal.

2.3 Human Resource Development

2.3.1 Proposal Preparation and Report Writing Training

In the part of Human Resource Development, Inlogos organized training on "Proposal Preparation and Report Writing". General conceptual proposal is the vehicle one will use to sell ones' idea to the prospective funding sources. Successful writing involves solid advance planning and preparation. It takes time to coordinate between planning and research, organizing, writing and packaging the proposal, and submitting before the funding agency.



However, with the objective of providing knowledge and skills in preparing project proposals and the technical reports, the Institute of Local Governance Studies with the support of DanidaDASU took the initiative to conduct a professional training in "Proposal Preparation and Report Writing", the first of its kind in the country. The weeklong training program

was a combination of theoretical approaches and practical methods to proposal preparation and report writing conducted through involvement of resource persons experienced in various development and academic fields. The subject areas covered during the training included a wide range of topics and issues related to preparation of proposal and reports.

The training program was designed for professionals with decision-making roles in government, non-government, and private sector organizations. The training program is considered proper and appropriate due to the facts that: i) the majority of participants from government, non government, and private sector organizations were as per the targets set by Inlogos, ii) the majority of participants believed that they benefited from the theoretical and practical aspects of the training, iii) the overall management of the training was evaluated as good by most of the participants, iv) a significant amount of handouts and literature was generated, which would be useful for future training, and v) need for such training to more central level decision makers and the need of similar training to the local bodies was recognized.

2.3.2 Personnel Record Keeping and Filling System Management

Kathmandu is the single metropolitan city in Nepal, and compared to the other municipalities it has substantially wider coverage on the institutional and operational functions. But it has been found that there is a wide gap in delivering the municipal services. The metropolitan city has not yet developed its organization development strategy and a

gap was observed in personnel, fiscal, and development management of the metropolitan city. One of the major gaps has been found in budget forecasting, its collection, and the expenditure mechanism. Revenue forecasting for the fiscal year 2060/61 was RS 2761 million but its collection was only 20 percent of it (nearly Rs 554 million). Out of the revenue generation, nearly 30 percent resources were used for the salary and allowances. The unmanaged and non-regulated staffing system has made the municipal liability to increase substantially. In this perspective it is recommended that municipality should develop its Organization and Development (OD) plan before recruiting any personnel. However, the study has recommended some procedural practices for the immediate response to follow. Among the others, personnel record keeping system and the operational management procedures is one of the major ones. Some simple formats like staff recording, personal file keeping, and computerized information system, are prescribed to follow. Accordingly, it is recommended that the municipality to develop fiscal management procedures including pension, gratuity, health security, and salary fund management. It is also recommended to develop a reward and punishment mechanism. It is expected that by completing the task prescribed the municipality will be changed into a well managed functionaries having improved employee personnel information system. In addition, such information includes the activities, events, and information regarding position creation, vacancy announcement, and recruitment to the retirement of the employee.

2.4 Research and Study

2.4.1 Comparative Study of Annual Reports of CIAA

Inlogos carried out a comparative study of the seven years' annual reports of CIAA (2054/55 to 2060/61), for Pro-Public. One of the main objectives of the study was to analyze the reports and find the strength and weakness of the functioning, and suggest CIAA, for the more efficient functioning in the future. The major areas of the study covered the cases investigated by CIAA, cases forwarded to the court, attention drawn on the improper cases, implementation status of the order and recommended cases, authority delegation and responsible functioning, and institutional reform.

It has been found that CIAA has substantial support from the civil society, press, and the concern agencies in dealing with complicated and high volume cases. It has also been found that the CIAA has gradually developed its skills, process, and knowledge, to investigate the cases related to corruption and improper action. Available information shows that the cases registered in CIAA during the FY 2054/55, 2055/56, 2056/57, 2057/58, 2058/59, 2059/60, and 2060/61 were 54, 21, 22, 26, 61, 147, and 98 respectively. Accordingly, the number of cases where Departmental Action was taken, were 30 in FY 2054/55, whereas the figure was recorded 38 during the FY 2060/61. However, CIAA has been suffering by delaying or non-response from the concern authority in submitting the evidences required registering the cases in the court. It has lengthened the investigation process.

2.4.2 Impact Assessment of Village Development Programme

Village Development Programme (VDP) is implemented by the Local Development Fund Board (LDFB) of the District Development Committee (DDC) under the technical and financial support from Decentralized Local Governance Support Programme (DLGSP) in Bhaktapur for the last 10 years. DLGSP is one of the prioritized programmes implemented by the Ministry of Local Development under the technical support of the United Nations Development Programme (UNDP) in coordination with the National Planning Commission (NPC). The objective of the programme is to support the DDCs and VDCs in strengthening their management capability for the implementation of VDP and the participatory development initiatives for poverty reduction. In this connection DDC/LDFB Bhaktapur in cooperation with DLGSP decided to make a study on the impact of VDP. Consulting services was provided by Inlogos for the study. Quick assessment on VDP was made on the sampling basis.

Sudal and Chitapol were the two matured and best performing VDP VDCs and Changunarayan was the non VDP VDC sampled for the study purpose. Structured questionnaire was used for data collection and the descriptive method was applied for the analysis of the available data. From the analysis it was found that the VDP impact in some of the sectors is impressive. One of the most impressive impacts has been seen in the part of school enrollment and literacy rate in the sampled VDCs. Accordingly a significant change is seen in the sector of women empowerment. Women participation in the decision making and their involvement

in the village level development works were found highly impressive in the VDP VDC. The performance of VDP VDCs was lower than the non- VDP on the indicators like; social evils, gambling, social discrimination and domestic violence.

In the part of employment and income some differences was found in the VDP and non VDP VDCs. People in the VDP VDCs chose agriculture as the main occupation but its proportion was low in the non VDP VDC. On the other hand percentage of labor is low and service is high in VDP and vice versa in the non VDP. Total annual income and also the surplus of the people in the VDP VDCs is found higher than the non VDP VDCs. Available information shows that the savings of the non VDP is almost nill but it is more than 23 percent in the VDP VDCs. However, the findings show the impact in the part of social, economic, and institutional development, but gaps are identified for its fulfilment. Modifications and amendments in the policy and modality of VDP implementation is recommended for better impact.

2.4.3 Review of the Micro-Finance and Marketing Component

Micro-Finance and Marketing Component (MFMC) is one of the five components of the Western Upland Poverty Alleviation Project (WUPAP) implemented in the eight districts in the Mid- and Far-Western Development Regions of Nepal under the management of Ministry of Local Development (MLD) with the financial and technical support from International Fund for Agriculture Development (IFAD). With the objective of providing the necessary recommendations along with the models of micro-financing for the

high hills, Inlogos had successfully completed the task of reviewing the implementation of the first phase of MFMC.

MFMC has been implemented by the Local Development Fund Board (LDFB) of the District Development Committee (DDC) under the technical and financial support of WUPAP for the last three years, in the selected four districts. Out of the total 131 Village Development Committees (VDCs) in the four project districts, 40 VDCs have been covered by the project. Accordingly, 14,539 members from the 13837 household belongs to 583 COs have been participating in the project. Out of the total number of COs, Male, Female, and Mixed category is 113, 84, and 386 respectively. In totality, 233 Leasehold Forest Users' Groups (LFUGs) have been formed in the project areas.

LDFB has mobilized Credit Capital of NRS 6,246,100 as a credit fund to the Community Organizations. This fund has been distributed as a credit at 12 percent interest rate to the 485 CO members. Internal savings of the COs has reached up to NRS 5,263,869 and its cumulative investment is NRS 5,624,428. Of the total members benefited from the credit capital the number of women stands at 144 and the number of dalit accounts for 96. The percentage of female borrowers accounts for 41 percent for the internal savings and 30 percent in credit capital.

Among the members of those Community Organizations, 1943 members are trained on team building, group dynamics, and leadership development, and 1668 members (906 women and 333 dalits) received training on gender. The CO members have initiated some micro-enterprises like potato chips making, shoe

making, furniture workshop, incense stick making, amala processing, production from hemp fibre and clothes knitting and stitching, and noodles making. To ensure functioning of the community people in an effective way and to organize and make decisions in a participatory way, there are three trigger indicators suggested (formation of community organization, recovery rate, and enterprise development).

It has been found that more flexible process of social mobilization and the market compatible model of micro-enterprise development are the fundamental sectors to focus by project, in order to find the project goal of poverty alleviation. In this perspective a new model of micro-financing suitable for up-hills is recommended for WUPAP. However, it has been found that the MFMC of WUPAP especially the Community Organization (CO) formation and their savings, and Credit Capital investment is impressive while the performance in terms of recovery of loan, micro-enterprise development and marketing management needs further efforts on the part of LDFB functioning.

2.4.4 Implementation and Effectiveness of the Departmental Action

In order to identify the implementation status and the effectiveness of Department Actions (DA) taken by the concern agencies, under the recommendations of CIAA, a study was undertaken by Inlogos with financial assistance from Civil Society Anti Corruption Project of Pro Public. The study was limited to the DA against the accused public employees and the departmental actions initiated by the

concern ministries, department, and offices including the effectiveness of the CIAA recommended DAs, after its investigations regarding the complaints on the abuse of authority by the public servants. However, the study also tried to review the follow up actions initiated by the concerned ministry, department, office, and the CIAA.

It is observed that many CIAA recommended cases are either pending or are processed very slowly. The time taken to complete the DA process varies from one month to thirteen years. In the last seven years, CIAA recommended 183 cases for DA, whereas the total number of cases referred to the Public Service Commission (PSC) for its consultations were 1522. Out of the total number of consultation (1522 cases) provided by the PSC, only 59% of the total (904 cases) have been recorded in Department of Civil Servant Record (Nijamati-Kitabhana).

The role of Administrative Court (AC) is found limited to hear the appeal of those offenders who are dismissed from their jobs. The recent amendment of CSA has authorized AC to hear appeal for all kinds of punishments. According to the statement provided by Appellate Court more than 80% of the cases are lost by the Competent Authorities. The concerned Competent Authorities do not appeal to higher Courts to defend their decisions. Strong voice was raised in the workshop to make further study and make survey of the lost cases and the process of appeals with reasons.

No effective institutional networking among the concerned organizations such as CIAA, PSC and the Ministries exists. The whereabouts of many pending cases

are unknown. DPRE has not registered more than 50 % of the cases settled. The authorities are found reluctant to take even a simple action under breaching of code of conduct to lengthy and complex process required for taking DA. The general sympathetic tendency of the employees and others mostly in favor of the accused, the authorities seems reluctant to take departmental actions.

It has been observed that the overall sensitivity against corruption has increased after the enactment of PCA 2002 and amendment of CIAA Act in 2002. The delegation of authority by CIAA to the RAOs and DAOs, establishment of a special section in DAO including deputation of an additional section officer with legal background in each of these ten districts, and launching of CSACP by an NGO in ten districts are some examples. MoGA seems passive for developing procedure and mechanism on DA monitoring. The participants in the workshop expressed the need of a manual on code of conduct in order to avoid subjective decisions.

Against the above background it is felt necessary to establish a coordination unit under the Prime Minister Officer for effective networking among PSC, CIAA, line ministries, and other executing agencies for translating the decisions into actions through regular interactions among the constitutional bodies and the ministries. Accordingly, strengthening of DA record keeping system in each Ministry, Department, and Office is needed. MoGA as a policy drive institution for civil service should develop a mechanism for maintaining the status of DA imposed upon civil servant. A

comprehensive manual is to be developed by defining code of conducts and other provisions of CSA and CS Rules in order to avoid treating the similar cases similarly and the different cases differently.

2.4.5 Study on Revenue leakage by customs valuation system in Nepal for National Vigilance Centre (NVC)

There is strong correlation between the customs evaluation and the revenue collection. It directly affects the customs tax revenue, Value Added Tax, Local Development Fee, and other tax and fees. Available information shows that the contribution of customs revenue was 32.3 percent in the FY 2060/61 whereas the share of import customs was more than 93 percent. In this context customs valuation system is very crucial for the revenue collection in Nepal. Inlogos has studied on the revenue leakage by customs valuation system in Nepal with support from National Vigilance Center (NVC). Possible leakage and its consequences due the customs valuation system and procedure, and the possible solutions to cope up the issues were suggested by Inlogos.

It has been found that there is a wide gap in controlling the revenue leakage, though the measures have been followed in narrowing it down. Submission of the faulty and fraud documents in valuating the goods imported and minimizes government tax, is one of the major techniques followed by importers. Accordingly, showing differences in the quality and size of the goods and lowering down its value is the other way of cheating by the concern parties in customs. Similarly, stock lot, off-season, faulty list and categorization, ambiguity in procedures, poor information mechanism,

etc are the other ways that affects badly in evaluating the customs in Nepal.

In this perspective Inlogos recommendation is that it is required to develop information and monitoring mechanism cataloging the indicators like goods specific, import specific, and the country specific. Research and studies on the specific loop holes are the prerequisites to identify the leakage possibilities and plug it. The Nepalese Embassies in the concern countries can facilitate the process and support in delivering useful information. The custom by laws and regulations is to match with the World Trade Organization, to make the valuation process simple and transparent.

2.4.6 Review report on study reports of strengthening Revenue Administration in Nepal for Revenue Administration Organization Improvement Taskforce

Review of the different reports in the process of strengthening Revenue Administration in Nepal was done by Inlogos. The review was completed in coordination and cooperation with the Revenue Administration Organization Improvement Taskforce formed by the Ministry of Finance. Followings are the recommendations put foreword by Inlogos for strengthening the revenue administration in Nepal:

- Develop transparent working procedures.
- Though the three years customs modernization action plan has came under implementation, no more effectiveness has been observed in the working procedure. In this perspective,

the modernization of working procedure is to be developed, in accordance with the *Quta* Convention for the Customs.

- Monitoring of the goods flow by the patrolling security forces could be an effective operational procedure, rather fixing check points in several places.
- Necessary amendments in the prevailing Acts e.g. income tax, VAT, and the excise duty is recommended.
- It has been found that the implementing agencies themselves are not much clear about the laws and policies, thus it is recommended to clarify and or reform the laws in participation with the concerned agencies including industrialists, traders, lawyers, and auditors.
- Some of the computer software is being used by the customs offices; however, it is necessary to replicate the models. It is also equally important to link the import tax and the excise duty in the modern computerized information system.

2.4.7 Project Completion Report of Poverty Alleviation Project in Western Terai (PAPWT)

The Poverty Alleviation Project for Western Terai was initiated in 1998 with financial support from IFAD and had the main objective of realising the sustainable increases in income and well-being of small farmers, land-less poor, and ex-Kamaiyas, with particular focus on women. The project originally consisted of five components, i.e. Credit Services, Group Shallow Tube Well, Extension and

Skill Training, Community Development and Institutional Development. Later another component - Kamaiya Rehabilitation Package - was incorporated in 2000, based on the Technical Follow-up Mission's recommendation. Inlogos has prepared the project completion report of the said project.

The study has shown that, during the seven years of implementation, the project accomplished various targets which had significant effect on the target groups' livelihood, and helped alleviating poverty level in the target communities. The Credit Component was implemented by NRB through 16 GBR Branches and provided credit services to 21627 poor women borrowers, which constitute 75 percent of the target beneficiaries. The GBRs also helped to form 929 savings and Credit Groups, which were successful in mobilising NRs. 7.54 million as their internal savings. As many as 267 Group Based Shallow Tube Wells were installed in the target communities benefiting 1540 small and marginal farmers by providing irrigation facilities to 600 ha of land. The project applied a systematic implementation mechanism and was successful in showing good physical progress with no reports of failure of such Shallow Tube Wells. But the progress was short lived till June 2000 when the government decided to withdraw subsidy on Shallow Tube Wells. This policy shift had a detrimental effect on overall economic condition of the rural small farmers, and on the other hand contributed to very low rate of achievement vis a vis project's target to install 935 Group Shallow Tube Wells.

The Community Development component was introduced by the project with the aim

of giving some relief to the rural people by improving access to, providing short term employment opportunities, and increasing availability of fuel woods. This component covered a wide range of infrastructure development activities, which mainly included construction of 536 culverts against 90 pre-planned. Other activities included Woodlot Plantation, Roadside Plantation, Trail Maintenance, and construction of Community Nurseries & Community Fish Ponds.

Activities undertaken in Kamaiya Rehabilitation Package were very successful with 8412 (94 percent) out of the 9000 target Kamaiya HHs, receiving Land Parcels along with the Housing Grant to construct their own houses. Additionally, 6351 HHs were provided with individual Pit Latrine, while the whole community was served by 1799 Hand Pumps, 499 Tube Wells, and 835 Treadle Pumps. Likewise 8387 HHs received credit services. In general, the KRP component was effective in easing out the harsh situation faced by the freed Kamaiya HHs to a large extent.

Issues of concern at the end of the project implementation include, among others, sustainability and institutionalisation aspects of the grassroots level organisations such as Saving and Credit Groups, replication of the PAPWT model in other poverty related programmes, continuation of the social mobilisation process, effective management of constructed infrastructure units, sustainable mobilization of revolving fund, and ownership of project activities by the DDCs after project completion.

2.4.8 Patterns of Local Governance Expenditures in the Context of Rural Poverty Reduction

Nepal occupies 136th position in UN human development ranking. Around 31 percent of the people below poverty line, 62 years of life expectancy, and around 50 percent of adult literacy shows the acuity of the society especially in the rural areas. Inclusive local governance in the present world is taken as the panacea for having solutions of different problems including rural poverty reduction. Decentralization experts have expressed their view that decentralization through intervention on allocation of resources can reduce poverty. Decentralization can empower the majority of rural poor and help reduce poverty. Besides long effort to reduce poverty in Nepal no substantial result is achieved. However, it has not been possible to reduce poverty substantially. In this ground of reality Inlogos and Asian Development Bank have agreed to conduct a study to analyze how far the local expenditures of the government has succeeded to reduce poverty in rural areas. The study has tried to assess the poverty situation in Nepal, the government's efforts to reduce poverty, the relation between the local governance expenditure and poverty reduction and the pattern of local expenditures in the context of poverty reduction.

Nepal's poverty situation in comparison to other developing countries and SAARC countries in particular is acute. But, swift increase in remittances is reflected in raising the level of rural income. More importantly, the differences in poverty and human development indicators across different regions, ethnic groups and castes have persisted, which has given rise to

social stress and conflict. Local bodies in Nepal can intervene in poverty reduction activities by supporting the community through basic service facilities, and empowering the people especially in reducing their vulnerability.

The study showed that the expenditure classification of local bodies is not appropriately directed towards poverty reduction. Accordingly, there are no uniformity in expenditure classification and financial statements preparation across different districts and VDCs. Further, local bodies do not have adequate plans and programme to support community in uplifting their socio-economic conditions. The major expenditure priority of local bodies, in Nepal, lies in education and infrastructure development. The expenses on empowerment and institutional reform are very poor. Though Local Self-Government Act and Local Self-Governance Rules clearly specify about the role of local bodies in poverty reduction, the plans, programme, and expenditures of local bodies have not focused on the topics sufficiently.

A successful poverty reduction strategy must have following distinct elements. First, it is necessary to identify the poor and their characteristics. Second, it is important to understand the reasons and the factors that cause poverty. Third, it is required to design a set of specific policies to improve the living conditions of the poor. Finally, the implementation of these policies should be cost effective and the institutions established for the purpose should complement the policy stance. On the basis of the above requisites, the report has suggested a set of recommendations

for mobilizing local resources in poverty reduction.

3. Organization Development

3.1 Organization Structure of Inlogos

General Assembly is the highest body. It is convened at least once a year. Major functions of the assembly are to review progress and approve budget, plans, and programmes; and to approve policies, income, and expenditures.



Executive Committee - The Executive Committee meets at least once in two months and takes decisions to facilitate the process of programme execution and institutional development. The Secretary and Director supported by staff, is responsible for the overall office management and operation of the institution. The Executive Chairperson is responsible for the overall monitoring and policy formulation for the sustainable functioning of the institution.

Projects and Professionals - Inlogos has developed a professional's roster and calls for the service of the appropriate professional for the short term contract as and when needed. The project team members would have flexibility in developing implementation modalities to complete the given task within a definite

time frame and the proposed quality and procedures. Inlogos has developed its own incentive policy and follow the norms accordingly. Inlogos is being supported volunteer ally, as and when needed by its members.

3.2 Organizational Relationship

Inlogos *inter alia*, is specialized agency in the areas of decentralization, governance, and the local development. Inlogos focuses on the issues of local democracy including the successes of the community organizations, CBOs, and the local government institutions. The institutions that are in the path of institutional development, anti-corruption movement, decentralization, service delivery through establishing systems and procedures, and poverty reduction, may establish organizational relationship with Inlogos. However, Inlogos has a good organizational relationship between the local government associations as Association of District Development Committee, Nepal (ADDCN), Municipal Association of Nepal (MuAN), and the National Association of Village Development Committee in Nepal (NAVIN). National Society for Earthquake Technology (NSET-Nepal) and Total Management Service (TMS) are the two professional institutions, having working relationship with Inlogos. Further, Inlogos has a good organizational relationship with National Council for Economic and Development Research (NAREC), which is one of the professional institutions, specialized in the field of economic and social development in Nepal. Accordingly, Inlogos has tried to build working relationship with Namsaling Community Development Centre (NCDC), Namasaling Community Development Fund (NCDF), Civil Society

Network for Governance, Nepal (CIG-Net, Nepal), and National Coalition against Corruption (NCaC).



3.3 Publicity

Inlogos believes on the professional inputs for the result based outputs. We are sure that our performance based activities highlight our capacity and compatibility. Satisfaction of the partners, stakeholders, and the targeted beneficiaries, is our publicity. However, Inlogos also has its own web site for sharing information and developing linkages with the like minded institutions. We also have regular publication "Swayatha Shasan" that helps us to disseminate information and share success community efforts with others.

3.3.1 Distribution of "Towards Local Democracy in Nepal"

'Towards Local Democracy in Nepal' is a genuine text on Power and Participation in District Development Planning published by SPRING Center, Universitat Durtmund, Germany that was prepared by Mr. Damodar Adhikari (PhD), as a part and parcel of completing his PhD degree. Institute of Local Governance Studies (Inlogos) is the sole distributor of this book, for Nepal.

3.3.2 Publication of Swayatha Shasan

Inlogos has been publishing a bulletin "Swayatha Shasan" bulletin quarterly since its establishment. The bulletin focuses on decentralization, good governance, and community based local development. One of the objectives of publishing the bulletin is to share the experience gained by the communities.

3.4 Inlogos facility



- Rented Office: 5 rooms with meeting hall
- Computer: 4 no
- Printer: 2 no
- Fax: 1 no
- Lap top computer : 1 no
- LCD projector: 1 no
- Photocopier: 1 no
- Furniture: adequate no
- Telephone: 2 lines
- Email: Inlogos@wlink.com.np
- Web site: www/Inlogos.Org
- Vehicles: rented as and when needed



4. Inlogos Member Organizations

4.1 Namsaling Community Development Center (NCDC)

Background

Namsaling Community Development Center (NCDC) is a non-governmental and non profit making Organization (NGO) based in Namsaling VDC, of Ilam district, Nepal. It was officially registered as an NGO in 1988 with the Ilam District Admini

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stration Office and the Social Welfare Council, Nepal. It was founded in 1985 with an initiative from social workers, senior citizens, and intellectuals of Namsaling. Its headquarter located is in Ilam bazaar and its scope of operation has been extended from Namsaling VDC to cover not only the whole of Ilam district but also to 5 different districts in Eastern Development Region with a possible extension to two other districts as well. In the beginning, it was primarily supported as an implementation and funding agency by Nepal Community Development Foundation (NCDF), Canada, a non-governmental and non-profit making organization that brings together friends of Nepal based in Canada. The organization still remains one of the regular funding sources for NCDC. The agreement between NCDC and NCDF was granted permission by then Social Services National Coordination Council (SSNCC) currently Social Welfare Council on April 4th, 1990.

Governed by an independent, publicly-elected Board of Directors, NCDC's mandate is to promote community self-reliance by mobilizing collective action decentralization. NCDC works with civil institutions, local communities and the government to improve access to public services, to mainstream public participation in development reform, and to promote integration of local priorities into development.

Ongoing Activities

1. Collaborative Sustainable Development Planning Project (CSDPP)

This project was initiated with funding from The Development Fund (DF), Norway under the name 'Nepal District Environment Planning Project.' Thanks to its success in the implementation of environmental planning project, NDEPP, NCDC has also received the National Award for Environment Conservation in the year 2000. Later, under the current name of CSDP the same project has extended its operation to cover Ilam District and has also expanded its activities. The major help is still coming from DF, Norway. It covers 40 out of 48 VDCs of Ilam district.

The major activities under this project include:

- (a) VDC Periodic Plan
- (b) Sustainable Rural Livelihood

2. Regional Renewable Energy Center (RREC)

The Regional Renewable Energy Center (RREC) is operated by NCDC since its establishment in January 2001. This center is working in 7 different hill districts of eastern development region, Ilam,

Panchther, Taplejung, Tehrathum, Sankhuwasabha, Bhojpur and Dhankuta, as a counterpart unit of AEPC (Alternative Energy Promotion Center) and ESAP (Energy Sector Assistance Program) funded by DANIDA. The Center has plans to extend its program in two additional districts in the near future.

3. Health Programs

Since its establishment, NCDC has been continuously working in the areas of health and sanitation. NCDC has actively participated in activities such as setup and construction of health post, launching health and sanitation awareness campaigns, delivering community health training to the school teachers and parents etc. NCDF has been one of the major funding sources for its programs.

4. Makotomaki Girls Scholarship

This project focuses on providing scholarship to the needy and deprived girl students: school, higher education, or skill development. It was established with the donation received from a Japanese social worker- Mr. Makoto Maki in 1997. This project was established with an initial trust fund of One Million Rupees. However, at present the project holds a sum of Three Million Rupees deposited in a finance company. About 167 girl students have been benefiting from this program every year.

5. Developing Transboundary Landscape in the Eastern Himalayas

With the joint efforts of ICIMOD, NCDC and other local organization from 3 district (Ilam, Panchthar and Taplejung) "Participatory Biological Corridor

Development strategic and Action Plan for Transborder Areas along the Kanchenjunga Landscape in Eastern Nepal" was prepared in 2005, covering 19 transborder VDCs with India. The major goal of the project was to start a sustainable participatory conservation process of globally significant biodiversity area. Presently NCDC has been implementing ICIMOD support project named "Developing a Transboundary landscape in the Eastern Himalayas" covering 19 VDCs of 3 Districts (Ilam, Panchthar and Taplejung). The local partners for the project implementation are Environment Conservation and Development Forum (ECDF) of Taplejung and NGO Federation of Panchthar.

Phase out project

Sya Khola Sub-Watershed Management:

This project was started with the funding from the Canadian Cooperation Office (CCO). This was initiated as a demonstration project for land use and watershed management in a fragile and landslide prone area in the hills. It included activities as group formation for watershed management, forest and agriculture nursery, water source protection, bio-engineering demonstration, vegetable production demonstration, fruit orchard, community forest plantation, mulberry plantation, Trainings (trainings to date on nursery, vegetable production, group management, biogas etc.). This project ended in February 2004.

4.2 Maheila ko Haat (Hands of Women / HOW)

Background:

Maheila Ko Haat is an initiative that aims to uplift the disadvantaged and

underprivileged women. This is a Non-Governmental Organization registered under Institution Registration Act 2034. Major focus of the institution is to support the conflict victim women. The main objectives of HOW are: i) to support the disadvantaged, socially excluded, conflict victims, underprivileged, and *dalits and janajati* women; ii) encourage the children and women for the school education; and iii) support the target groups in initiating the micro-enterprises and other income generating activities, and enable them to be self-reliant.

General assembly of HOW is the supreme body of the institution and the Executive Committee is responsible for day to day operation and project implementation. General assembly meets annually and the executive committee meets in every two months. HOW is a non-profit making institution and has been functioning as a national NGO.

The major activity accomplished by HOW includes:

1. Nawajyoti Training Centre

Under the support of Rotary Club of Hokaido Japan, HOW Kathmandu has established *Nawajyoti Training Centre* to support the disadvantaged women representing different *janajati*'s, conflict victims, and the socially excluded groups. Those who are illiterate or have not been able to join formal education are given priority for training. HOW is conducting six months residential women entrepreneurship development training. During its first phase 10 conflict victim women were provided capacity development and income generating training.

2. Yuba Abhiyan Puruskar (Youth Movement Award)

HOW motivates young girls and women by supporting them to be self reliance and enable them to work independently. Major support to the trainees from the programme is cash award other than the skill enhancement and enterprise development activities. Miss Gyatri Amatya is the first lady who got this award during the last fiscal year. She has developed herself a reliance scheme and initiate an innovate enterprise. Presently, Miss Amatya has chosen the scheme of timely paying the electricity bills in their locality. The 3 percent discount provided by the Nepal Electricity Authority for paying the bills in time is used for the literacy classes in her community.

3. Scholarship Programme

Poor school enrollment and high drop-out ration has been a major problem found in the dalit communities in Kavre district. To address the issue, HOW has provided scholarship for 13 *dalit* students in two public schools in Panchkal of Kavre district. *Dalits* are found motivated from the scholarship and thus it is expected that the problem of drop out will decrease in that area. On the other hand, 35 drop out students in Dhaphashi, Kathmandu are provided two hours coaching class each day. Basundhara Academy has provided class room for those students.

4. Income Generation

Two women from the target groups were provided technical training on cocoon processing and making sweaters from the silk thread. Those women are practicing the skills as an income generating activity and also transferred the skill to the ten more women in their locality. Accordingly,

21 child labor and street children are getting education facility by HOW programme in Basundhara Academy, is under the support of District Education Office Kathmandu. Presently, the class is running in the third year.

4.3 Namsaling Sahayog Munch (NCF)

Namsaling Sahayog Munch (Namsaling Cooperation Forum / NCF) is a non-political, non-governmental and non-profit making institution. This institution is established under the Institution Registration Act 2034, in Kathmandu as a national level NGO. NCF is also registered in Social Welfare Council in Nepal. Unlike other institutions NCF's general assembly is the supreme body and the Executive Committee is the functional body. This institution was established during the year 2060 BS with the main objective of supporting the rural poor especially the farmers groups. However, followings are the specific objectives of NCF:

- Networking among the people from Namsaling in Ilam, who are presently residing in Kathmandu valley,
- Facilitating for the cooperation and coordination among the government, non-government, private-sector, donor agencies and the individual professionals, entrepreneurs, the best wishers of Namsaling, and
- Supporting the community to initiate the micro-enterprises and introduce the poverty reduction initiatives.

Different projects are underway now and NCF is carrying its development efforts in cooperation and coordination with

Inlogos. However, the followings are the major interventions made by NCF so far:

- Institutional development initiatives for its internal management and better functioning in the future,
- Raise fund by increasing the number of potential members and looking for the future strategy to cope up the institution objectives,
- Supporting the Namsaling Higher Secondary School for its quality education. More specifically NCF is supplying trained teachers for English, Mathematics, and Science subjects for the quality education, so as to secure competitive score in the SLC and higher education examinations,
- Financial support to health institutions in purchasing ambulance in the semi-urban areas and stretcher in the rural areas,
- Produce and published a hand-book named as *Kishan Ko Sathi* (Friend of Farmers) covering the basic information and technologies useful, especially for the rural farmers,
- Distribution of the hand-book in a nominal price, so as to afford it by the farmers and the low-income groups.

Issues and constraints

Inlogos - a newly established institution, is in the process of establishing linkages and networking among the government (central and local), non-government, and the donor agencies. However, followings are the major issues and constraints faced by Inlogos in its functioning:

- Newly growing institution
- Inadequate networking with the donor agencies
- Fragile local governance and decentralization
- High market competition
- Political disturbances

Photo: Inlogos meeting hall



Advertisement

5: Who is Who in Decentralization, Local Governance, and Development

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Name: Mr. Udhav Timilsina Phone: 4484907 Expertise: Local Development	

Inlogos Executive Committee Members



Khem Raj Nepal
Chairman



Birendra Bahadur Deoja
Vice-Chairman



Banshi Dhar Ghimire
Treasurer



Ram Babu Panta
Member



Padma Mohini Mathame
Member



Damodar Adhikari
Member



Surya Saran Regmi
Member



Binod Prasad Dhakal
Secretary cum Director

Organizational Profile of Inlogos

Name of the Organization: <i>Institute of Local Governance Studies (Inlogos)</i>					
DESCRIPTION OF THE ORGANIZATIONAL SET UP:					
Frequency of General Meeting: Annually					
Procedures of formation of Executive Committee: Selected through general elections every three years at the Annual General Meeting					
Recruitment policies: Normally, professionals and staff members are selected from a roster maintained at Inlogos, however, in case of donor funded projects, the provisions mentioned in the formal agreement between the individual donor agency and Inlogos prevail					
Establishment Date and Place:				Executive Committee Members	
2062/01/06, DAO, Kathmandu				Designation	Name
Full Address: Institute of Local Governance Studies (Inlogos) P.O. Box 21098 Tel: 4102534, 016-220195 Fax: 4102534 E-mail: inlogos@wlink.com.np Website: www.Inlogos.Org	General Members: Total: 34 Men: 32 Women: 2 Dalit: None Janajati: None	Date of Formation of Present Executive Committee: October 4, 2005 Tenure: 3 years	Executive Chairperson	Mr. Khem Raj Nepal	
			Vice chair-person	Mr. Birendra B. Deuja	
			Treasurer	Mr. Banshidhar Ghimire	
			Member	Mr. Rambabu Panta	
			Member	Ms. Padhma Mathema	
			Member	Mr. Damodhar Adhikari	
			Member	Mr. Surya Saran Regmi	
			Secretary / Director	Mr. Binod Prasad Dhakal	
Registration and Affiliation					
DAO OFFICE Kathmandu Regd no/date: 516 061/62	SWC Regd no/date: 17825/062/2/8 (May 16, 2005)	Other PAN no: 301881746 Tax exemption no/date: 1038/2061/062	Total Staff : 6 Men: 5 Women: 1 Dalit: None Janajati: 2		
Inlogos Project Description (On going projects / initiatives)					
SN.	Project	Inlogos Representative		Client	
1	Anti-Corruption and Municipality Good Governance Support Project	Mr. Rabindra Adhikari		DanidaHUGOU	
2	Preparing the Governance Reform Decentralization Cluster I	Mr. Prem Raj Goutam – Team Member - / Joint venture (in association) with TMS and PRAD		ADB (consortium with TMS, PRAD and Inlogos)	



Inlogos Balance Sheet / Income Expenditure Status**Fields**

- 1. Decentralization and Governance**
- 2. Development Planning, Social Mobilization and Local Governance**
- 3. Fiscal Management and Taxation**
- 4. Social Inclusion, Gender, and Human Rights**
- 5. Research and Local Development**
- 6. Institutional Development and Legal Administration**

Inlogos Members

SN	Name	Phone	SN	Name	Phone
1	Khem Raj Nepal	4430049	18	Krishna Karkee	4476837
2	Birendra Bahadur Deoja	4476789	19	Purushottam Nepal	6635827
3	Banshidhar Ghimire	4359638	20	Gyani Singh K.C.	4270447
4	Rambabu Panta	4415858	21	Dinesh Thapaliya	6663583
5	Padma Mohini Mathema	5525842	22	Mahesh Dahal	4479834
6	Damodar Adhikari	4108867	23	Uddav Timilsina	4484907
7	Surya Saran Regmi	4107553	24	Ram Krishna Bhurtel	4359997
8	Surendra Nath Aryal	4270178	25	Krishna Prasad Jaisi	6635084
9	Khom Dutta Baral	4770742	26	Bidur Mainali	4490452
10	Bal Prasad Shrestha	4770041	27	Ramesh Chandra Poudel	4224466
11	Krishna Prasad Sapkota	5524718	28	Rabindra Adhikari	4412088
12	Diwakar Neupane	5541076	29	Shanta Kumar Pradhan	4247007
13	Siddha Raj Panta	2160241	30	Manoj Kumar Khadka	4498975
14	Hom Nath Adhikari	4770457	31	Dilli Prakash Ghimire	5534825
15	Chandra Mani Adhikari	4486153	32	Indra Prasad Karki	4249384
16	Rajendra Man Shrestha	5520309	33	Binod Prasad Dhakal	4357268
17	Khaga Prasad Nepal	4430047			

Member Institutions

1	NCDC Ilam
2	NACOF, Kathmandu
3	Mahila Ko Haat, Kathmandu