

Inlogos

Annual Progress Report

FY 2065/66 (2008/2009)



Institute of Local Governance Studies (Inlogos)
July, 2009

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Copyright: Institute of Local Governance Studies (Inlogos)

Inlogos publication no: 01-10-09

Publisher:

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Designing & Printing:

Visage Advertising Pvt. Ltd.

Phone: 4263976

FOREWORD

The debate on the federal structure that Nepal should adopt has been extensive. Various agencies, be it/the Constituent Assembly, political parties, ethnic and regional organizations, nongovernmental organizations, or independent experts, all are trying to popularize their own views on how the government structures (central, provincial, and local) should be formed and power separation should take place amongst these structures. An underlying agenda common to all this debate is the desire that citizens themselves should be the most powerful body.

It is our belief that since the local people will vote and form their own representative government structures (according to the common agreement of the day), the local government thus formed will have adequate authority and these governments will be more specific in terms of gender equality, social inclusion, geographical convenience, effective delivery system, and access to public resources. Whatever the shape and size of the eventual federal structure of Nepal, we firmly believe that VDCs will constitute a fundamental unit of the empowered local government. Inlogos has therefore focussed its efforts on understanding the issues of the VDCs. Information gap on the conditional and unconditional grant money spent by the local bodies on geographical, economical, and sectoral units has been the concern of many resource persons and development practitioners of local government systems. In this context, the Ministry of Local Development and the United Nations Development Programme commissioned a study for the first time to assess the status of VDC governance with special reference to the effective utilization of VDC block grant for the first time. The study was carried out by Inlogos on a competitive proposal basis. The study by Inlogos on VDC Governance disclosed the fact that the VDCs' major problems could be solved within the given legal framework by:

- setting up VDC office equipped with minimum facilities,
- fulfilment of the vacancies of and retention core staff,
- developing a common ground of understanding among the local political parties,
- prioritizing programs in line with the policies,
- ending of case-to-case interference by the center on the local problem,
- effective monitoring and supervision mechanism, and
- a reward and punishment system.

The Government of Nepal should focus its attention on enhancing the governance capacity of VDCs. Top priority must be given to the silent voices of the common populace. These minimum reforms shall be helpful also in laying down the foundation stone of the new federal structure of Nepal.

This year's progress report outlines the accomplishment during fiscal year 2065/66, with a focus on VDC Governance. I appreciate the efforts of all our members and staff and thank all.

Comments and suggestions from the readers of this report shall be highly appreciated.

Khem Raj Nepal
Executive Chairman

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ACRONYMS

BG	Block Grant
CBS	Central Bureau of Statistics
CEMID	Centre for Empowerment Innovation and Development-Nepal
CFLG	Child Friendly Local Governance
CMC	Chairmen Manager Conference
CO	Community Organization
CRC	Convention on the Rights of Children
DDC	District Development Committee
DPP	District Periodic Plan
EC	Executive Committee
GA	General Assembly
GAM	General Assembly Meeting
GoN	Government of Nepal
INGO	International Non -Governmental Organization
Inlogos	Institute of Local Governance Studies
LB	Local Body
LB FAR	Local Body Financial Administration Regulation
LBFC	Local Body Fiscal Commission
LSGA	Local Self-Governance Act
MCPM	Minimum Condition and Performance Measure
MEDEP	Micro-Enterprise Development Programme
MLD	Ministry of Local Development
MoICS	Ministry of Industry, Commerce and Supplies
MuAN	Municipal Association of Nepal
NARDF	National Agriculture Research and Development Fund
NAVIn	National Association of Village Development Committees, Nepal
NCDC	Namsaling Community Development Centre
NCF	Namsaling Cooperation Forum
NGO	Non-Governmental Organization
NVC	National Vigilance Centre
REDP	Rural Energy Development Programme
TYIDDP	Three Year's Interim District Development plan
UC	User's Committee
UNDO	United Nations Development Programme
UNICEF	United Nations Children Fund
VDC	Village Development Committee
WH	Women's Hand
WVIN	World Vision International Nepal

1. BACKGROUND

Institute of Local Governance Studies (Inlogos) is a non-governmental, non-political, and non-profit making 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. Inlogos strongly believes that Nepal's sustainable development is possible only through a decentralized and participatory approach at all levels of governance. Its mission is to promote local democracy through strengthening of the local governance system.

Inlogos has been providing supports to both the central and local level institutions in the fields of policy formulation, human resources development, management improvement, and service delivery functions. Various programs have been designed and implemented to enhance the capacities at the local level to provide services that are reliable as well as sustainable. The focus has been put on ensuring human rights and democracy through devolution of power and local governance. Emphasis has been put on capacity development and institutional strengthening at the local level. The importance of research and training in planning and various other aspects of sustainability has therefore been duly emphasised by Inlogos.

The General Assembly (GA) is the apex body of Inlogos. Normally, it is convened once a year. The major functions of the GA are to review physical and financial progress; approve annual programme and budget, and approve policies and bylaws. The Executive Committee meets bimonthly and takes decisions to implement the policies approved by the GA. The Secretary and Director supported by a team of staff carry out the day-to-day functions under the directives of the Executive Chairperson. A pool of resource persons of proven background and professional achievements carrying out the projects entrusted to Inlogos through direct awards and competitive proposals. Inlogos also associates with other specialized firms as and when necessary. This report highlights the outputs and the activities accomplished by Inlogos during the Fiscal Year 2065/66 (2008/2009).

2. OUTPUTS

2.1 POLICY FORMULATION

2.1.1 Preparation of New Act for NARDF

Inlogos provided its technical support to the National Agriculture Research and Development Fund (NARDF) in drafting a new Act to legitimize its functions. NARDF was established by a government decision on the 10th of December 2001, under section 3 of the Working Fund Act, 1986. However, it was felt necessary to have its own Act to function as a separate and independent entity. The Fund is comprised of the money received from the Government's allocation and other sources approved by the Ministry of Finance. NARDF provides grants to innovative agricultural research and development projects that support the defined national objectives and priorities and deliver measurable outputs within a three-year period. These objectives and priorities are clearly articulated in NARDF's own priority and thematic areas published with the call for project concept notes and proposals.

Inlogos drafted the NARDF Act, 2066 in eight separate sections comprising; i) introductory part; ii) Executive Committee; iii) technical sub-committee; iv) independent peer reviewer; v) areas to support grant; vi) NARDF Secretariat; vii) financial management and auditing; and viii) miscellaneous. The main theme of the Act is governance of an Executive Committee chaired by the Secretary of the Ministry of Agriculture and Cooperative, technical subcommittee to facilitate the project selection process in close consultation and recommendation of the peer reviewers and the secretariat to be managed by the team of a staff headed by the Member Secretary. However, the legalization process will follow the existing legislative procedures of Nepal.

2.1.2 Drafting CFLG National Framework and Operational Guideline

Child Friendly Local Governance (CFLG) is a strategic frame that provides overall guidance to the government in realizing and mainstreaming the rights of children (Survival, Development, Protection, and Participation) into the local government system, structure, policies, and process and also facilitates and coordinates the realization of the Rights of Children with National (Macro) and the Sub-national (Meso and Micro) levels. It emphasizes the important role of local governments in partnership with others, putting children at the centre of the development agenda. The Convention on the Rights of Children (CRC) is a document of universally accepted child rights instruments ratified by Nepal. To be born, have name and nationality, be free, have a family, have good education, have enough food, have basic health facility, have opportunity for play and leisure, have protection against abuse and violence, live in a peaceful society, and express their views on their own-these are some of the basic rights of children. The implication of the CRC for local governments is that they must protect those rights by providing the full range of infrastructure and local services, including water and sanitation, housing, health, education, training, social, welfare, transport, land use, economic development, and by creating and enforcing safety and health regulations for all children and youth under their jurisdiction. CFLG seeks to put children at the core of the development agenda of local bodies, line agencies, and civil society.

In line with the existing policy and legal bases Child Friendly Local Governance (CFLG) initiatives have taken momentum in some of the Municipalities and Village Development Committees (VDCs) in Nepal. The Ministry of Local Development (MLD) with the support of different multi-lateral and bilateral agencies has initiated to implement the CFLG programme in Nepal. However, the CFLG implementing institutions including the local bodies, are looking for a general framework to streamline the progress toward CFLG and institutionalize the original objectives. In this context, Inlogos entered into a general agreement with WVIN and UNICEF under the leadership of MLD to draft a CFLG national framework and its operational guideline. Inlogos has completed the task of drafting those documents. The rights of children, general process, and steps for CFLG implementation, role, and responsibility of the various stakeholders, planning and budgeting process, and the minimum service indicators are defined in the documents. It is expected that the framework and guideline will support the MLD and other stakeholders in mainstreaming the CFLG process and make it uniform throughout the country.

2.2 PLANNING AND MONITORING

2.2.1 Orientation and Strategic Planning for the MEDEP III Phase Districts

The Government of Nepal (GoN) initiated Micro-Enterprise Development Programme (MEDEP) in July 1998 with technical and financial assistance from the United Nations Development Programme (UNDP). Starting the first phase with 10 districts in 1998 to 2003, MEDEP in the third phase (April 2008 to December 2010) has been expanded to 31 districts in Nepal. The Ministry of Industry, Commerce, and Supplies (MoICS) is the implementing agency of the programme in the centre and the District Development Committee (DDC) is the lead local government institution, to implement the programme, in the district. Further, the Village Development Committees (VDCs) are the frontline institutions for the successful implementation of the programme that supports micro-entrepreneurs. In this line of service delivery, the programme is to support both the central and local government in order to achieve the programme objectives.

MEDEP was supported by Inlogos in facilitating the orientation workshop for the 3rd phase districts and develop their participatory annual action plan. The participatory action plan has focused on promoting microenterprises among the most deprived groups (Dalits and Indigenous Nationalities), introducing a specially designed package to encourage them in establishing microenterprises. It is expected that the target groups will increase their income by operating microenterprises of their interest and capacity as per their best competency in terms of sustainability, cost efficiency, and market availability.

2.2.2 Preparation of District Periodic Plan

Facilitation for developing local level annual and periodic plans is one of the major sectors of Inlogos specialization. The Local Self-Governance Act (LSGA), 1999 has made it mandatory to formulate periodic and annual district development plans for the local bodies including the DDCs. However, Inlogos in the reporting year provided its technical assistance to the Makawanpur DDC in formulating the District Periodic Plan (DPP). Participatory process was followed in developing such plan. District Profile Analysis and Plan formulation were the two major parts of the said assignment. The preliminary works on information collection and analysis was done by the DDC on its own capacity. The professionals of Inlogos facilitated the planning workshop and guided the technical team of DDC in finalizing the situation analysis report.

The task of preparing situation analysis report and organization of plan formulation workshops have been completed successfully. The Inlogos professionals at present are developing the final plan document. It is expected that the Periodic Plan will be finalized in the month of Srawon 2066. DDC will follow the legalization procedures for the plan to come under implementation from the coming fiscal year.

2.2.3 Review of Interim District Development Plan and Updating the District Profile

Inlogos completed successfully the mid-term review of Three Year's Interim District Development Plan (TYIDDP) of Taplejung district. The participatory planning process followed by the District Development Committee (DDC) has been widely appreciated. The vision, goal, and objectives of the district are clear and the strategy taken to achieve the outputs and ultimately the visionary goal is in line with the ground reality. Though the impact of the plan is yet to be internalized by the people, more than 75 percent of the targeted physical outputs have been achieved. However, the DDC is recommended to take action on some of the key issues that were expected to bridge the gap and result in satisfactory future actions.



Inlogos has also updated the district profile of Taplejung. Quantitative data were collected through secondary sources. The major sources of data included: i) Information available at DIDC; ii) information collected thorough the records and publications of the development partners including government and non-governmental institutions; iii) qualitative and quantitative data collected during the process of TYIDDP mid-term review; and iv) publication of the Central Bureau of Statistics (CBS), Branch Office Panchthar.

2.3 RESEARCH AND STUDY

2.3.1 VDC Governance with Special Reference to VDC Block Grant Utilization

Decentralization has been the fundamental base for local governance in Nepal. Local Bodies (DDCs, VDCs, and Municipalities) are generally understood as units of government responsible for providing direct services to the local people within their territorial jurisdiction. Some of the crucial functions of the local governments are providing basic and essential services and managing local resources for community and rural infrastructure development activities.

Inlogos with the support of UNDP carried out a research study on the performance of VDCs with special attention on the effectiveness of VDC Block Grant (BG) in enhancing good governance through people's participation in services delivery. The study was carried out using quantitative and qualitative tools and primary and secondary data. All the 75 districts and

3,915 VDCs of the country and their stakeholders including User's Committees and beneficiaries were the targeted population for the study. The study is based on a sample survey of 202 VDCs from 25 districts covering all the five development regions representing ecological, geographical, socio-economic, and ethnic and other diversities of the country with a total cross-sectional coverage of 3526 households.

The VDC Block Grant practices were initiated after the reinstatement of multiparty democracy in Nepal in 1990. The grant amount was increased from Rs. 50 thousand to Rs. 500 thousand in 1997 which was increased to Rs. 1 million in 2006. Recently, provision was made for providing Block Grant based on the population, cost, and geographical area of each VDC ensuring a minimum of Rs1.5 million and a maximum of Rs 3.0 million. This substantial rise in VDC Block Grant amount may be considered as a big shift in the fiscal devolution process of the government.

The LSGA (1999) has opened up participation rights for grassroots users in the form of community meetings and ward assemblies in prioritizing the local development plan and projects. It aims to bring prosperity and equity among the poor, women, indigenous minorities, disadvantaged communities, and the socially excluded groups, particularly those residing in the rural communities. But the process of participatory budgeting and decision making are heavily influenced by the local political cadres. The political instability in Nepal and conflict in left a negative impact in delivering services in the local areas. The positions of the elected officials of the local institutions (DDC, Municipality, and VDC) were vacant after completion of their tenure and civil servants replaced them in 2002. The vacancies in the elected people's representatives in the local bodies have created a critical gap limiting peoples' participation in service delivery.



The field survey findings showed that more than 43 percent of the people had no knowledge about the provision of Block Grant facility. Although majority of the VDCs were found positive in adopting the LSGA provisions of participatory planning process, around 43 percent were not found organizing the ward assembly and ward level meetings in the course of developing their annual plans. Still, the CO and CMC meetings were held in many of the VDCs where social mobilization is effective. It was reported that around 33 percent of the VDCs were using the forum of CMC to discuss development initiatives in their VDCs including the VDC Block Grant projects.

The VDCs were found trying to promote good governance at the local level through participation of women, adibasi/janjati, and dalit in the planning, implementation and monitoring of VDC development activities but the participation of these groups is not decisive in general. The information available from VDC sources indicates positive results in the participation of women, dalits, and janajati in the process of VDC Block Grant utilization. But, most of participants, particularly the women, adibasi/janjati, and dali, said that their participation was limited and almost nil in decision making.

Local women say they are not consulted

Local politicians in the Lobtoli VDC, Dhanusha, focus group discussion claimed that they collected project requests from community organisations and women groups, and positively responded to their demands. However, the women participants in the discussion contradicted them saying that the VDC used to collect project idea requests from them but mostly made decisions upon the politicians' recommendations.

VDC Block Grant occupies a significant share in the total resources of the VDCs. A major part of the VDC Block Grants is spent on infrastructures. Of the total capital expenditures, the highest amount is invested in roads followed by education and electricity. The high hill and Mid-hill VDCs are excessively dependent on intergovernmental fiscal transfers with capacity for least resource mobilization at the local level. VDCs in the plains are generating about one-third of the total resources through local revenues. Most of the projects demanded by users and recommended by politicians were implemented through the UCs, and many of them were back-logged. Only about one-third of the surveyed population reported that the VDC Block Grant projects were completed on time. However, on an average, 1853 people in a VDC were observed to have benefited annually from the VDC Block Grant projects. Among them, around half of the beneficiaries were women.

Over the past years, the VDC Block Grant has been supportive to foster a broad-based and inclusive social and economic development process at the local level. Economic infrastructures like roads, irrigations, drinking water, rural electricity generation, etc have been developed utilizing the VDC Block Grant. Education is another major sector supported through the VDC Block Grant. Besides, people's awareness has also increased through participatory social mobilization and utilization of VDC Block Grants. It was found that the VDCs in general intend to address the local needs and priorities based on local capacity and resources, ensuring increased access of women, disadvantaged groups, Dalits, Adivasis, and Janjatis to development programs and services.

.....the findings on VDC planning processes and the use to which VDC block grants have been put should prove very useful in guiding the work of Nepal's VDCs and all the Government, civil society and donor organisations involved in supporting local governance in Nepal.

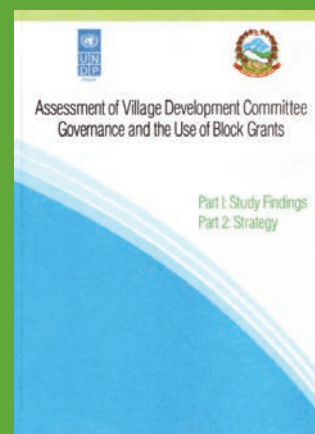
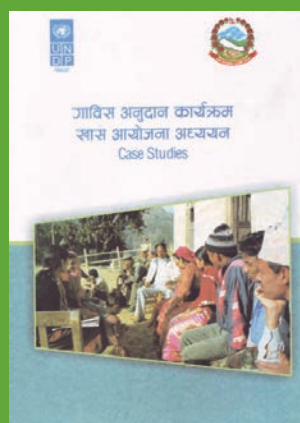
.....we would like to thank the study team from the Institute of Local Governance Studies (Inlogos) for carrying out the study. They have done a very good job of carrying out such a large and complicated task

.....we would like to restate our pledge to continue to support the people of Nepal to develop their communities and to strengthen local government.

Anne-Isabelle Degryse-Blateau
Nepal Country Director
UNDP

Som Lal Subedi
Joint Secretary,
MLD

The strategic framework is designed by the study team to address two basic objectives of Block Grant utilization, i.e., i) to ensure timely availability of fund with effectiveness; and ii) to enhance good governance in VDC for effective utilization of Block Grants. Eight strategies, 20 policies, and 50 policy instruments are recommended. The major strategic components are to i) promote fiscal autonomy of the VDC in exploring local level resource opportunities; ii) streamline the system of intergovernmental fiscal transfer to VDC for increased effectiveness from the centre; iii) maintain sufficient accountability and transparency in the utilization of VDC Block Grants; iv) increase the participation of stakeholders in utilizing VDC Block Grant; v) strengthen the participatory decision making process of the VDCs; vi) internalize the concept of gender and social inclusion in the VDC Block Grant utilization process; vii) establish an effective monitoring system and people's ownership in VDC Block Grants; and viii) strengthen governance practices with focus on transparency in VDC functioning.



2.3.2 Revenue Potential Study

The LSGA, 1999 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. Over the last few years, some DDCs have developed their capabilities relatively in the areas of planning, database management, participatory project implementation, and coordination among various development partners. Still, financial decentralization remains a critical and outstanding issue in local governance. On one hand, certain limitations remain in the Act and, on the other, DDCs are not fully aware and capable of harnessing the potential of their own revenue sources.



DDCs are facing challenges in planning and budgeting and resource forecasting process. In this connection Inlogos was asked to assess the potentiality of revenue generation for the Kavrepalanchowk DDC. It intends to assess the opportunities and possible measures of harnessing the potential for revenue generation in the district and will recommend the DDC for implementing the measures required. The task is expected to be completed by mid-September 2009. The findings of the study will contribute significantly in the organizational development and improvement of the financial condition of the DDC.

2.4 ASSESSMENT of SERVICE FUNCTIONS

2.4.1 DDCs' and Municipalities' MCPM Assessment

As per the mandate and spirit of the Local Self-Governance Act (LSGA), 1999, District Development Committees (DDCs), Municipalities, and Village Development Committees (VDCs) are delivering services to the people at local level. The government has been providing conditional and unconditional grants to the Local Bodies (LB) each year as per the LSGA clause 236 to discharge their functions. LSGA has also made some provisions to provide additional grants based on population, level of development, possibility, and capability of mobilizing the revenues, degree of resource gap, adequacy, and quality of financial transaction, audit reports, and so on in the LSGA.

Local Self-Governance Regulation (LSGR) 1999 has made the provision of performance-based funding system to the local bodies. Accordingly, the Ministry of Local Development (MLD), on the recommendations of Local Bodies Fiscal Commission (LBFC), can develop Minimum Conditions (MCs) and Performance Measures (PMs) for the local bodies. The MCs are minimum requirements for accessing the fund whereas the PMs provide the advantage of analyzing the capacity level of the municipalities. More importantly, the PMs analyze the degree of various functional areas and provide incentives for the municipalities to improve their work. Assessment of the fulfillment of MC related to planning, budgeting, fiscal management, establishment and effectiveness of committees, transparency, and project-specific conditions, within the provisions of LSGA 1999, LSGR 2000 and Local Body Financial Administration Regulation (LBFAR) 2007 are the fundamental indicators in making these assessments. Once the system is in place, central level grants can be increased or decreased based on LB performances.

Inlogos has completed successfully the assessment of Minimum Condition and Performance Measures (MCPM) system in some of the DDCs and Municipalities in Nepal. During the reporting fiscal year (2065/2066), Inlogos carried out the MCPM assessment for the following DDCs and Municipalities:

- i. Salyan, Jajarkot, and Rukum DDCs in Cluster 18
- ii. Banke, Jumla, and Dolpa DDCs in Cluster 16
- iii. Bhimdatta (Mahendranagar), Dhangarhi, and Tikapur Municipalities in Cluster 4
- iv. Biratnagar, Inaruwa, Rajbiraj, and Triyuga Municipalities in Cluster 3

Altogether, there were 15 indicators to assess the DDCs' and Municipalities' Minimum Conditions (MCs). Accordingly, there were 57 indicators to assess the Performance Measures of DDCs, while it was 40 for the Municipalities.

2.4.2 Preparation of Monitoring Indicators for Municipality

It is a fundamental right of the people to have easy access to the public services. The public service delivery institutions need to demonstrate that their work is transparent and accountable. Municipality is the frontline institution, serving people first in the urban areas. But, in many cases the people still are questioning the service functions of their Municipalities. People in general claimed that the Municipality is not providing adequate services on time. In this context, the National Vigilance Centre (NVC) tried to assess the effectiveness of public service delivery in Municipality and develop the objectively verifiable monitoring indicators. Inlogos, under the support of the NVC, completed this task successfully.

The Municipal officers, some of the staff, and service seekers were contacted and information was collected from them regarding the functioning of the Municipality offices. It was found that the municipalities in general do not have effective monitoring tools. They were using reporting forms developed by either the Ministry of Local Development or the National Planning Commission. However, the NVC has recommended some participatory monitoring tools with measuring indicators. It is expected that the Municipalities, NVC, and the service seekers would be benefited once the suggested tools come in use.

2.4.3 Service Providers' Inventory

Accountability and transparency are the two major indicators in defining responsibility and the status of service delivery of the local government institutions. The LSGA, 1999 has widened up the scope of DDC functions to coordinate and monitor the development initiatives taken out by the government, non-government, and the private sectors. More specifically, the Non-Governmental Organizations (NGOs) are the key development partners of the local bodies to implement development activities at the local level. In this perspective, a DDC must have information on the activities carried out by its development partners including the NGOs. Inlogos, under the support of DDC Kathmandu, carried out a quick assessment and prepare a service providers' inventory to assess the areas and sectors of their support for the people in Kathmandu.

The study found that Kathmandu is the largest district in terms of the number of NGO registration. There are more than 4000 NGOs registered there. Out of this total, around 70 percent were renewed regularly on the annual basis. The information available show that the national level institutions in their deals worth millions of rupees with the community/level clubs transacting hundreds of their registration fees are registered under the same Act applicable for the NGOs in Nepal. This has made it difficult for the DDC to monitor their functions. However, around 30 percent NGOs were found involved in one or other way delivering public services in the Kathmandu district. The share of external fund received from donors and international NGOs in the total expenditure of such institutions is more than 70 percent. However, it is recommended that DDCs need to capacitate their organizations including the staff members in recording and monitoring development activities and services delivered by the development partners including I/NGOs.

3. EVENTS / COLLABORATION

3.1 GENERAL ASSEMBLY MEETING (GAM)

The fourth annual general assembly meeting of Inlogos was held on Kartik 19, 2065 at Hotel Pension Vasna, in Dillibazaar, Kathmandu. Out of 33 the individuals and 3 institutional members of Inlogos 22 and a single institutional member participated at the GAM. The Executive Chairman of Inlogos Mr. Khem Raj Nepal, chaired the meeting. 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 audit report presented by Treasurer Mr. Banshi Dhar Ghimire.



One of the major agenda of the GAM was to elect a new Executive Committee (EC) after completion of the three year tenure of the existing EC. The outgoing Executive Chairman Mr. Khem Raj Nepal was reelected for the same position. Mr. Rabindra Nath Adhikary and Mr. Siddha Raj Panta were elected as new members of the EC. The GAM thanks the outgoing EC members and welcomes and congratulates the new EC on completion of a successful tenure.

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. Inlogos promotes participatory decision making process and prefers to adopt transparency measures in deciding on the major policies, procedures, and management issues.

4. INSTITUTIONAL LINKAGES AND COLLABORATION

Inlogos has built strong relationship with the government and non-government institutions starting from its establishment in 2005. Besides, it has a good institutional network with local government bodies (VDCs, Municipalities, and DDCs) along with their associations: Association of District Development Committee, Nepal (ADDCN), Municipal Association of Nepal (MuAN), and the National Association of Village Development Committees in Nepal (NAVİN). It has been collaborating with the district, national, and international agencies and has built a good institutional relationship with them. Accordingly, Inlogos has been strengthening collaboration with its institutional members, namely, Namsaling Community Development Centre (NCDC), Ilam, Namasaling Cooperation Forum (NCF) and Women's Hand (WH). During the past reporting year, Inlogos also took steps toward developing and executing collaborative programs.

The Centre for Empowerment, Innovation, and Development - Nepal (CEMID) is one of the national consulting firms in Nepal specializing in financial management and inclusive development. Inlogos, in association with CEMID, in the reporting fiscal year has completed successfully the project entitled "Assessment of Village development Committee Governance with Special Reference to the use of Block Grant". UNDP and MLD supported this project. United Nations Children's Fund (UNICEF) and World Vision International Nepal (WVIN) - one of the reputed INGOs working in Nepal - are the two institutions well-known in collaboration with Inlogos. Inlogos, under the support of UNICEF and WVİN, is developing a National Framework on Child Friendly local Governance (CFLG) and its Operational Guidelines. Accordingly, Inlogos is seeking to collaborate with the Rural Energy Development Programme (REDP) on energy sector policy support. The Norwegian Embassy is positive about Inlogos.

5. INCOME AND EXPENDITURE OF INLOGOS (NRS)

(As on 31st Ashadh, 2066)

Previous Year	Expenditure	Current Year	Previous Year	Income	Current year
2,157,280.00	Consultancy fee	2,612,250.00		Income Details	
42,000.00	House rent	42,000.00	1,235,471.00	Consultancy & Advisory service	8,824,427.20
1,216,500.00	Salary	492,000.00	39,700.00	Miscellaneous	
10000.00	Audit Fee	10,000.00	494,820.00	Contribution fund	10,000.00
59,849.00	Stationery	126,359.00	242,753.00	Reimbursement Amount	
652,190.00	Transportation	2,175,542.00	12,000.00	Membership fee	
299,063.54	Refreshment	217,349.00	708,788.00	TMS	672,894.20
232,000.00	DSA	1,840,200.00	20,960.74	Interest	56,302.93
4,500.00	Meeting Cost		1,692,531.40	Anti Corruption	
39,187.31	Telephone & Communication	27,286.70	13,639.00	Sales Of DA Books	
7,305.00	Office Renewal & Tor purchase	5,330.00	60,000.00	Sales of book	72,770.00
2,205.00	Ticket & Courier			World vision	365,500.00
13,577.00	Electricity	11,690.00		DDC Taplejung	252,271.00
750.00	Maintenance	14,180.00		DDC, Makwanpur	146,765.00
1,500.00	Training Expenses	2,000.00		MEDEP	49,831.13
2,235.00	Miscellaneous	25,486.00			
14,750.00	Expenses for Advertise	11,500.00	735,204.80	Excess of Expenses	
338,200.00	Printing	204,564.00			
20,803.00	Logistic	18,841.00			
1,500.00	Financial Assistant	5,000.00			
22,585.00	AGM	31,730.00			
245.00	Commission	65,576.46			
	Technical Support	43,000.00			
117,643.09	Depreciation	101,427.06			
	Cemid Nepal	113,669.00			
	Excess of income Over the Expenses	2,253,781.24			
5,255,867.94	Total	10,450,761.46	5,255,867.94	Total	10,450,761.46

6. LIST OF INLOGOS' COMPLETED PROJECTS

SN.	Name of the Project	Project Duration	Client
1	Comparative Study of Annual Reports of CIAA for Past Years	April to August 2005	Pro-Public (DFID supported project)
2	Preparation of Guidelines for Establishment of Sectoral line agencies in the DDC	June to July 2005	DDC Sindhupalchok
3	Personnel Record Keeping and Filing System Management	June to October 2005	Kathmandu Metropolitan City
4	Mid-Term Review of Periodic District Development plan of Bhaktapur district	June to September 2005	DDC/DLGSP/UNDP
5	Preparation of Municipal Urban Poverty Reduction Strategy	August to November 2005	MuAN/GTZ
6	Training Program on Proposal Preparation and Report Writing	June to September 2005	DASU Danida
7	Patterns of Local Governance Expenditures in the Context of Rural Poverty Reduction	September to December 2005	ADB
8	Study of PPP Arrangement in Water Supply and Electricity Distribution in the Municipalities	November to December 2005	PPPUE/ UNDP
9	Preparation of the Judicial Guideline for Municipalities	September to December 2005	Kathmandu, Lalitpur, Biratnagar, Madhyapur Thimi Municipality
10	Preparation of Project Completion Report of Poverty Alleviation Project in Western Terai	November to December 2005	PAPWT
11	Capacity Development through System and Procedure Development	November 2005 to March 2006	ADDCN /DFDP
12	Study on Revenue Leakage in Customs Valuation System in Nepal	January to March 2006	National Vigilance Centre (NVC)
13	Review on the Study Reports of Strengthening Revenue Administration in Nepal	January to March 2006	Ministry of Finance
14	Preparation of Guideline for internalization of MEDEP into DDC	June 2005 to September 2006	MEDEP/ UNDP
15	First Phase Review of the Micro-Finance and Marketing Component of the Western Upland Poverty Alleviation Project	November to December 2006	WUPAP/IFAD
16	Impact Assessment of Village Development Programme	May to June 2006	LDfB Bhaktapur/ DLGSP
17	Study on the Implementation and Effectiveness of the Departmental Action	June 2006 to January 2007	CSACP/ Propublic/DFID
18	Study of Social Mobilisation Efforts in Urban Areas under the RUPP Programme and the sustainability of TLOs	September to November 2006	RUPP/UNDP
19	Development of National Strategy on Disaster Management in Nepal	October 2006 to April 2007	UNDP/NSET

SN.	Name of the Project	Project Duration	Client
20	Preparation of District Enterprise Development Guidelines	January to March 2007	MEDEP/UNDP
21	Revenue Potential Study of Nuwakot DDC	March to June 2007	DDC Nuwakot
22	Accountability Study on Public Service Delivery	May to June 2007	NVC/GoN
23	Institutional Development Study for Municipal Governance	May to July 2007	Banepa Municipality
24	Study on the Effectiveness of the Public Service Delivery in the sectors of Land Tax and Revenue mobilization	June to August 2007	NVC/GoN
25	Anti-Corruption and Municipality Good Governance Support Project	November 2006 to January 2008	DanidaHUGOU
26	Preparing Governance Reform and Decentralization Cluster Program I	February 2007 to January 2008	ADB with TMS
27	Study on the Effectiveness of the Public Service Delivery in the sectors of Customs and preparation of the Objectively Verifiable Monitoring Indicators	September to December 2007	NVC/GoN
28	Small-Scale Health Infrastructure Development	February to April 2008	GTZ/HSSP
29	Study on the Management of DDF	April to June 2008	LBFC
30	Sarkari Banki Minaha Kam	May to June 2008	Kendriya Tahashil Karyalaya
31	Orientation and Strategic Planning for the MEDEP III Phase Districts	July to August 2008	MEDEP/UNDP
32	MCPM Assessments of Municipalities in Cluster 4 (Mahendranagar, Dhangarhi, Tikapur)	September to December 2008	LBFC
33	MCPM Assessments of DDCs, Cluster 16 (Banke, Jumla, Dolpa)	February to April 2009	LBFC
34	MCPM Assessments of DDCs, Cluster 18 (Salyan, Jajarkot, Rukum)	February to April 2009	LBFC
35	Preparation of New Act for NARDF	March to May 2009	NARDF
36	Preparation of Monitoring Indicators for Municipality	March to May 2009	NVC
37	Review of District Periodic Plan	May to June 2008	DDC/SNV Taplejung
38	Assessment of VDC Governance with special reference to VDC Block Grant Utilization	November 2008 to June 2009	UNDP
39	Preparation of District Profile of Taplejung	May to June 2008	DDC/SNV Taplejung
40	MCPM Assessments of Municipality, Cluster 3 (Biratnagar, Inaruwa, Rajbiraj, Triyuga)	April to June	LBFC
41	Preparation of Service Providers' Inventory	April to June 2009	DDC Kathmandu
42	CFLG National Framework Preparation	March to July 2009	WVIN/UNICEF
43	Makwanpur District Periodic Plan Formulation	April to June 2009	DDC Makwanpur

7. EXECUTIVE COMMITTEE MEMBERS OF INLOGOS



Khem Raj Nepal
Executive Chairman



Birendra B. Deoja
Vice Chairman



Banshidhar Ghimire
Treasurer



Rabindra Nath Adhikari
Member



Padma M. Mathema
Member



Siddha Raj Pant
Member



Surya Saran Regmi
Member



Binod P. Dhakal
Secretary cum Director

8. CONTACT ADDRESS OF INLOGOS MEMBERS

SN.	Name	Contact Number	Email Address
1	Bal Prasad Shrestha	4770041/9841572261	balprasad@hotmail.com
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29	Shanta Kumar Pradhan	4247007/9841537200	skp_bhojpur@hotmail.com
30	Siddha Raj Panta	2160241 / 9841215771	siddharaj.pant@chaudharygroup.com
31	Surendra Nath Aryal	4270178 / 9851086009	
32	Surya Saran Regmi	4107553 / 9841444614	regmisurya@hotmail.com
33	Uddhav Prasad Timalsena	4484907, 9856027533	me_uddab@hotmail.com

Institutional Members

SN.	Name	Contact Number	Email Address
1	Mahila Ko Haat	4430049	amolika@wlink.com.np
2	NACOF, Kathmandu		
3	NCDC, Ilam	027-520411	ncdcilam@ntc.net.np

9. CONTACT NUMBER OF DDCs IN NEPAL

SN.	DDC	Phone	Fax	Mobile
1	Taplejung	024-460144	024-460049	9842660990
2	Panchthar	024-520144	024-520234	9841344014
3	Ilam	027-520052	027-520106	9852620684
4	Jhapa	023-455084	023-456394	9852671072
5	Sankhuwasabha	029-560144	029-560142	9842108244
6	Terhathum	026-460261	026-460261	9845034927
7	Bhojpur	029-420142	029-420232	9852023818
8	Dhankuta	026-520123	026-520124	9852050005
9	Morang	021-522707	021-523379	9852020874
10	Sunsari	025-560155	025-560155	9852021070
11	Solukhumbu	038-520241	038-520241	9741052815
12	Khotang	036-420120	036-420120	9741045046
13	Okhaldhunga	037-520143	037-520143	9745020601
14	Udayapur	035-420143	035-420144	9852820198
15	Saptari	031-520196	031-520196	9852831569
16	Siraha	033-520116	033-520071	9852830121
17	Dolakha	049-421261	049-421142	9741041739
18	Ramechhap	048-540144	048-540029	9844044791
19	Sindhuli	047-520149	047-520544	9874107145
20	Dhanusha	041-523354	041-520142	9841436117
21	Mahottari	044-520042	044-520237	9854030569
22	Sarlahi	046-520853	046-520853	9852882018
23	Rasuwa	010-540142	010-540143	9741061441
24	Dhading	010-520165	010-520165	9851102488
25	Nuwakot	010-561220	010-560859	9851102397
26	Kathmandu	01-4472509	01-4494329	9851092758

SN.	DDC	Phone	Fax	Mobile
27	Bhaktapur	01-6614826	01-6613215	9841201795
28	Lalitpur	01-5523410	01-5555115	9851055540
29	Kavre	011-490246	011-490146	9741027950
30	Sindhupalchok	011-620102	011-620087	9741027597
31	Makwanpur	057-523010	057-521637	9841367105
32	Rautahat	055-520144	055-521362	9855021232
33	Bara	053-550108	053-550130	9855045199
34	Parsa	051-523218	051-521599	9855022258
35	Chitwan	056-520147	056-522557	9855055178
36	Gorkha	064-420238	064-420377	9846056400
37	Manang	019-440244	019-442014	9746011648
38	Lamjung	066-520143	066-520281	9746001198
39	Kaski	061-521562	061-520546	9856025408
40	Tanahu	065-560174	065-560637	9856026533
41	Syangja	063-420458	063-420458	9856027355
42	Gulmi	079-520229	079-520229	9857028068
43	Palpa	075-520121	075-520292	9857060321
44	Arghakhanchi	077-420229	077-420202	9857027828
45	Nawalparashi	078-520247	078-520673	9847038702
46	Rupandehi	071-521423	071-522984	9857020520
47	Kapilvastu	076-560005	076-560307	9857022036
48	Mustang	069-440143	069-440044	9857600077
49	Myagdi	069-520530	069-520553	9857640016
50	Baglung	068-520148	068-52010	9857620002
51	Parbat	067-420154	067-420154	9857630430
52	Rukum	088-649091	088-649091	9741063432
53	Rolpa	086-449114	086-449114	9741046016
54	Pyuthan	086-420046	086-420046	9847821949
55	Salyan	088-520072	088-520023	9847843093
56	Dang	082-560144	082-560144	9857830324
57	Dolpa	087-550039	087-550128	9841611554
58	Mugu	087-450117	087-460023	9841537525
59	Jumla	087-520114	087-520114	9848300994
60	Kalikot	087-440114	087-440121	9848301100

SN.	DDC	Phone	Fax	Mobile
61	Humla	087-680018	087-680018	9748900315
62	Jajarkot	089-639132	089-649132	9841294235
63	Dailekh	089-420114	089-420165	9741074421
64	Surkhet	083-521368	083-521082	9858050321
65	Banke	081-520196	081-520196	9858020269
66	Bardiya	084-420139	084-420040	9858021068
67	Bajura	097-541024	097-540314	9741123522
68	Achham	097-620144	097-620144	9741071235
69	Bajhang	092-461506	092-421144	9741113181
70	Doti	094-420156	094-420577	9749003213
71	Kailali	091-521607	091-521110	9848421566
72	Darchula	093-420144	093-420236	9841713436
73	Baitadi	095-520144	095-520062	9749502797
74	Dandeldhura	096-420144	096-420448	9741072139
75	Kanchanpur	099-523778	099-521148	9858750016

10. CONTACT NUMBER OF MUNICIPALITIES IN NEPAL

SN.	Metropolitan City	District	Phone Number
1	Kathmandu	Kathmandu	01-4268510, 4231481
SN.	Sub-Metropolitan City	District	Phone Number
1	Biratnagar	Morang	021-523308, 523549, 523634
2	Birjung	Parsa	051-522010, 522802
3	Lalitpur	Lalitpur	01-5521500, 5522563, 5526316
4	Pokhara	Kaski	061-521105, 526322
SN.	Municipalities	District	Phone Number
1	Ilam	Ilam	027-520030, 520031, 520060, 520065
2	Bhadrapur	Jhapa	023-520781, 520095, 520148
3	Damak	Jhapa	023-580146, 580137
4	Mechinagar	Jhapa	023-562212, 562213
5	Dhankuta	Sunsari	026-520119, 520143, 520515, 520269
6	Khandbari	Sankhuwasawa	029-560141, 560250, 560254
7	Inruwa	Sunsari	025-560128, 520137
8	Ithari	Sunsari	025-581706, 580046
9	Dharan	Sunsari	025-520279, 250813, 520778
10	Rajbiraj	Saptari	031-520996, 520643
11	Lahan	Siraha	033-560138, 560695
12	Siraha	Siraha	033-520158, 520199
13	Triyuga	Udaypur	035-420186, 420108
14	Janakpur	Dhanusha	041-520382, 520146
15	Bhimswor	Dolakha	049-421170, 421221, 421491
16	Jaleswor	Mahottari	044-520087, 520197, 520143
17	Malangawa	Sarlahi	046-520247
18	Sindhuli	Sindhuli	047-520245, 520240
19	Kalaiya	Bara	053-550260, 550030, 550035
20	Bharatpur	Chitwan	056-520167
21	Ratna	Chitwan	056-520254
22	Hetauda	Makwanpur	057-520433, 520044, 520377, 520345, 525839
23	Gour	Rautahat	055-520294, 520293, 520292
24	Dhulikhel	Kavre	011-490324, 490724
25	Banepa	Kavre	011-661281
26	Panauti	Kavre	011-661538
27	Bidur	Nuwakot	010-560469, 560063
28	Bhaktapur	Bhaktapur	01-6613034
29	Bhaktapur Thimi	Bhaktapur	01-6635704
30	Kirtipur	Kathmandu	01-4333681

SN.	Municipalities	District	Phone Number
31	Baglung	Baglung	068-520131
32	Gorkha	Gorkha	064-420269, 420431, 420432
33	Lekhnath	Kaski	061-560080, 560002
34	Pualibazar	Sangja	063-420117, 420409, 420410
35	Waling	Sangja	063-440113
36	Byas	Tanahun	065-560162, 560164
37	Kapilvastu	Kapilvastu	076-560019, 560201, 560018
38	Tansen	Palpa	075-520109
39	Ramgram	Nawalparashi	078-520684, 520193, 520276, 520472
40	Siddharthanagar	Rupandehi	071-520165, 520908, 520555, 520461
41	Butwal	Rupandehi	071-541283, 540033, 540153
42	Nepalgunj	Banke	081-522016, 520151, 520338, 520240

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