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FINAL REPORT

THE NON-GOVERNMENTAL ORGANIZATION SECTOR OF NEPAL

NGO Functions and Capacities  
Needs and Potentials for Strategic Gains in Development  
Recommended Strategy for NGO Institutional  
and Program Support

A Study Prepared by a PACT Team for USAID, Nepal  
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## FOREWARD

PACT hopes that this study will provide insight into the NGO movement in Nepal, and its potential as a complementary force in achieving vital breakthroughs in development. "Raising the quality of life to the Asian Standard" is a key national priority focal to NGO interests in the Kingdom.

The study represents years of acquaintance with the NGO community by its authors. PACT believes it represents real needs and points out to USAID, the UN System and other potential donors and development partners the realities and critical opportunities for strengthening the sector and achieving practical action-oriented results for the poor.

Our study team wishes to acknowledge the support of the USAID Mission, which provided the resources and helped us to orient the study to donor concerns. We thank the local and US NGOs that participated in the work, and especially SSNCC that made available information useful to the study and provided a base for conducting the study. Mr. Chris Srinivasan of the Communications Development Service is acknowledged for review and assistance in editing the study and preparing an executive summary. Also, thanks to Ashok Bajracharya, Martha Belcher and Kim Lem for their diligent work in editing and typing the final study.

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## THE NGO SECTOR IN NEPAL:

### EXECUTIVE SUMMARY

#### I. INTRODUCTION

Commissioned by USAID/Nepal, this study analyzes the status, needs and potential of Nepal's NGO sector. It then outlines an "umbrella strategy" for both strengthening and optimizing NGO talents for development, in the upcoming 1988-92 country assistance period, and long-term. The study's supplement provides an agency-by-agency profile and analysis, to fill the conspicuous gap in reliable information on NGOs here.

After initial discussions with USAID/Nepal, the study team reviewed prior NGO exercises and literature. It then plotted its own investigation: cataloguing of its experience, informational interviews with officials of the apex "Social Services National Coordination Council" and government and in-depth visits with sample NGOs across a spectrum of activity in the Kathmandu area and in two outlying districts.

#### II. AN EMERGING AWARENESS OF NGO IMPORTANCE IN SOUTH ASIA

For decades, national NGOs in South Asia were largely overlooked by international planners and national officials due to perceptions of ineffectual size, inability to absorb large amounts of funds or work on an adequate scale, or plain irrelevance to macro-schemes and far-sighted programs.

By the 80's, however, such ideas dissipated as planners began to see that collectively NGOs were a powerful force, that many had made strides towards greater professionalism and gradual program expansion, and that while five-year plans and outside assistance strategies rolled in and out, NGOs often held a laudable track record for program effectiveness and sustainability in their own sphere of action. Perhaps most importantly was the revelation within the external assistance community and government that they simply could not expect success in macro goals without the people-power and sustainable processes that national NGOs brought to the table.

For their part, national NGOs often viewed external assistance as an excuse for outside planning and technical "fixes" which grossly underestimated human potential or ground-level action essential to progress. They often saw government as inefficient, uncaring, even threatened by independent voluntary effectiveness. As dialogue opened between the voluntary and official sectors, often via

moderation from an external intermediary, these harsh views tempered. All sides began to focus on commonalities rather than differences--and realized they needed one another if durable change was their true goal.

The dialogue, and modest forms of cooperation that followed with external support from a few bi-laterals, UN agencies and intermediaries, turned contentiousness into mutuality. But as they agree to closer cooperation, NGOs share a strong concern about merely "being deployed" for macro-schemes hatched without their input. While they do not expect to be writing national plans, they will resist being used just as implements, much as beneficiaries used only in "execution" often lack enthusiasm for the project.

### III. THE NGO CONTEXT IN NEPAL AND THE SSNCC

In the 1980's, national NGOs have gained particular prominence in South Asia, sometimes against apparently strong political odds, and sometimes amid concerns that their independence (and credibility with people) will be compromised. After a tense period, the Bangladesh Government is beginning to normalize relations with the formidable voluntary community. In India, state-level coordination with NGOs has been advanced with the blessing of Central Government. In Sri Lanka, government has relied on NGOs to increase community participation to make its programs more effective.

Interestingly, Nepal was somewhat ahead of its neighbors in recognizing NGO strength with His Majesty's creation of the "Social Service National Coordination Council (SSNCC)" in 1977. The SSNCC is the only quasi-governmental body in South Asia with a dual responsibility for NGO coordination and NGO strengthening. Though the two roles may at times conflict, the Council is veritably "the only game in town" as far as support mechanisms for NGOs in Nepal are concerned. Since 1983, agencies such as UNDP, PACT and World Neighbors have attempted to strengthen the SSNCC's "Technical Division", which extends vital training and program support to NGOs, large and small.

Separately, the Council's six "Committees" for Health, Women's Service, Child Welfare, Youth Activities, Community Service and Hindu Religion promote coordination, community programming and monitoring among the "constituent" NGOs registered with each of them as well as provide access to funds and advocacy with government. Apart from such operational concerns, the Women's Committee also acts as a "pressure group" for national policies that strengthen the rights and roles of women. Since most international and HMG/Nepal inputs to NGOs are channeled through these SSNCC Committees, its budget reflects total external investment in the sector, growing from Rs 95 million in 1984/85 to a projected Rs 209 million in 1986/87.

Besides national NGOs, traditional local groups and associations abound in Nepal. These "Primary Groups" are gaining visibility as coordinated provincial strategies take shape.

The Council also oversees international voluntary activity. Currently, it has standing agreements with 43 International NGOs (INGOs). The study found that 30 of these were operational, with a very few aiming to both break development ground with their national brethren and allow them a lead role.

As legal development entities, NGOs are young. But their antecedent local action groups date back millenia into the country's monarchic past, often encouraged and protected

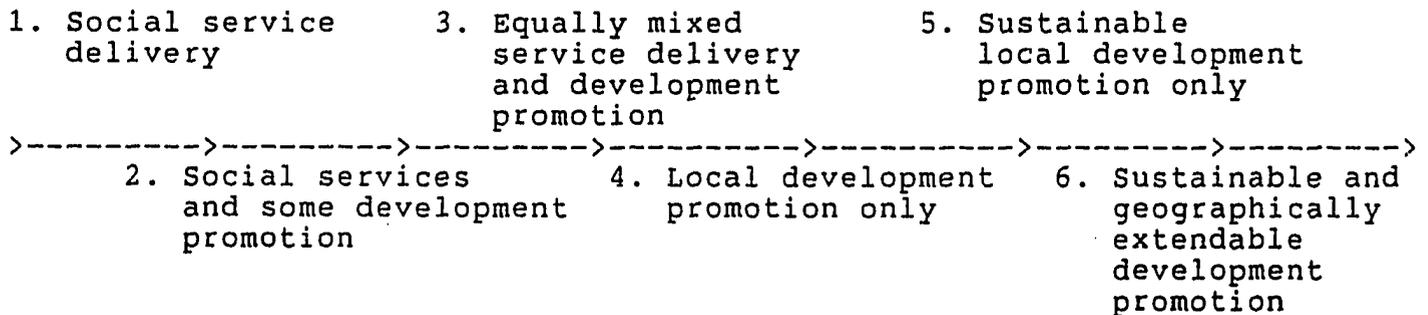
by kings and royal wives. Informal grassroots or "Primary Groups" such as "guthi" (religious/social), "parma" (labor-sharing), and "dhikur" (credit associations) endure today as potent--though undertapped--forces in society. It is thus logical that the SSNCC was fathered by His Majesty, and is chaired by the Queen.

As elsewhere in South Asia, NGOs have their organizational roots in this century, with formal social service bodies increasing in number since the 1940's--some with global affiliation such as the Red Cross and Rotary Club--and development promotion bodies evolving in the 60's and 70's. But regardless of inception, the 150 centrally-registered national NGOs, and hundreds of locally-registered associations, are fiercely proud of their heritage. Even those that would prefer looser SSNCC ties affirm the importance of royal sanction for voluntarism. In essence, that recognition is what has delivered the NGO sector from its "invisibility" for centuries, and does so today.

IV. THE ANALYTICAL FRAMEWORK

NGOs in South Asia, specifically Nepal, work across an operational "continuum" of sorts, which begins with traditional social service delivery and progress to sustained and gradually-expanding development promotion. Most agencies of course, fall somewhere in between:

(Operational Functions, 1 to 6)





Social Activity Groups:

These form at a local level, initially for social reasons. From here, they may or may not become ripe for "Primary Group" activities. Youth groups such as Godavari Alumni and the Dhulikhel Youth Club are prime examples of small clubs which matured as "schools of experience" for members.

Professional Social Service Organizations:

When their work is focused, these descendants of early charitable grassroots entities meet immediate needs well. The most prominent, "Paropakar", cares for orphans and provides health and maternity services. Examination of this study's supplement, profiles of voluntary agencies, reveals a plethora of groups large and small assisting children (Underprivileged Children's Education Program), the blind and disabled (Nepal Blindness Welfare Association) and the infirmed. While some of these agencies may seek to expand their development skills, many feel they "have their hands full" just meeting their constituents' immediate needs. This is the largest category of formal NGOs. Interestingly, over 50% of foreign NGOs having agreements with the SSNCC are also of a social service orientation.

Mixed Social Service/Development Promotion NGOs:

This is the next largest category, with some mix of social services and processes to enable beneficiaries to decide and act on their own behalf. International NGOs such as Save the Children and Lutheran World Service fall into this category, with some under more pressure than others to show back-home constituents tangible results in short-order, which often necessitates high front-end inputs. The most prominent indigenous agency in this category is the Family Planning Association of Nepal (FPAN), which has moved towards socio-economic integration and local decision processes in several of its 37 programs (e.g. the Baudha Baunepati Project, also assisted by World Neighbors). Smaller national NGOs, like the Women's Development Association in Morang District and the Samaj Uthan Sangh or Social Reform Association, are no less active in using social processes to go beyond direct services in support of income generation, legal advice for women and social forestry. The issue for continued growth of these agencies is not one of eliminating services to the poor. It is rather one of making development promotion the main thrust of programs and, within that context, helping the poor define and access the services they require; giving them greater, more informed control over where services are sought and how they enter and are administered within the community.

Local Development Promotion ("Social Process") and Sustainable Development:

This work is characterized by high-quality participation in all phases of community and social action: a level of inputs harmonious with the growth and encouragement of local bodies; projects where people provide ingenuity and reason as well as labor; and an aim toward sustainability both of material and social benefits. Center for Educational Research and Development (CERID) has experimented with such a methodology in its Chepang Community Project, helping this neglected, largely illiterate group launch productive activities and achieve outstanding results as members nurture and test new decision and management processes. A few other Nepali NGOs are moving into this category, but require help to make a successful transition in methods and management. Interestingly, several Primary Groups, while lacking clear methodologies, have nonetheless achieved impressive, lasting results because they begin with wide participation and strong feelings of self-ownership. For example, the "Gaon Sewa Kosh", a land-endowed group, uses the interest on the property it owns and personal cash contributions to run economic and social projects to benefit members. With the right assistance, many other Primary Groups as well as "mixed" NGOs can follow.

VI. INTERMEDIARIES: THE VOLUNTARY RESOURCE ORGANIZATIONS

At "apex" level, the SSNCC and its committees form the coordinative and representative body linking the official and voluntary sectors, and the conduit for resources to NGOs.

For the most part, the Council's committees fulfill the "apex" functions charted earlier in the Analytical Framework, i.e. those coordinative, advocate, collegial and financial duties which a "Secretariat" is expected to assume, with some regulatory undertones. But since 1983, its Technical Division has been fulfilling some of the "Service Organization" functions in the middle of the chart. With PACT and UNDP support, its "Training Cell" has been helping NGOs strengthen internal capabilities through training in social process methods, project formulation, management and evaluation and application of local resource technologies. Yet, the need is so great that more must be done. Any effort to strengthen voluntary capacity in Nepal will somehow have to cover "Strategic Support", the third set of VRO functions on the chart, i.e. help in tying training directly in with ongoing project assistance, in launching learning/linkage programs among agencies, and bordering new strategies which extract greater development gains as they strengthen NGO talents.

The few other VROs include the Rural Technology Development and Extension Service (RUTDES), which helps NGOs with low-cost, village-based technologies for a range of purposes from

livestock-raising to gardening to beekeeping. The Association of Craft Producers (ACP) helps NGOs with small-scale craft design and marketing. CERID also feeds its program knowledge into other NGOs.

A handful of international NGOs like PACT, World Neighbors, OXFAM, ICCO and the South Asia Partnership play intermediary or facilitator roles in Nepal, helping NGOs build capabilities and strengthening VRO services through the SSNCC and other agencies.

## VII. DISTRICT INVESTIGATIONS

Study team investigations in Sindhupalchok and Morang Districts revealed unrealized impact potential for sharing of experience and work among external and national NGOs.

In Sindhupalchok, coordination problems were acute as two international agencies began projects involving the same national NGO, FPAN, which works intensively in this district. The two externals appeared to have complementary experience: World Neighbors in cost containment, local resource technologies, beneficiary participation approaches; and Meals for Millions in applied nutrition and in-kind revolving loan mechanisms. But conflicts over methodology and local committee structure heated, even dividing the staff of FPAN. Elsewhere, different price/subsidy arrangements for fruit saplings and local construction between Action Aid U.K. and the FPAN-assisted Baudha Baunepati Project also caused confusion. The team discovered other such conflicts.

In Morang District, where an indigenous NGO presence dominates (7 nationally-registered, 15 locally-registered, 65 with local applications in), the issue was not one of resolving conflict but of recognizing common interests and capitalizing on mutual strengths through cooperation. The Women's Development Association works in 66 panchayats here with a focus on women's economic issues as well as social progress. The "Mothers' Club" has an active branch in the district also. Similarly, there are numerous health-related NGOs, including the Red Cross, active there. VRO "Strategic Support" would help these like-minded NGOs share insights, cooperate in applied training and join forces where profitable.

The potential for cooperation in Morang redoubles the case for an NGO assistance strategy which brings indigenous voluntary forces together for both greater learning and impact. The coordination problems in Sindhupalchok perhaps illustrate why the SSNCC was created.

### VIII. SECTOR ACTIVITY

In its study, the team accrued preliminary data on NGO activity in different sectors. But it felt the final analysis and conclusions would best emerge from a follow-up process of NGO consultative and program development.

Sectoral description alone did not adequately define true action nor forecast true potential, in many cases. The many agencies which do generally limit work to one sector and fall in the social service delivery category. Yet quite a few sectoral agencies (e.g. FPAN) are expanding across sectors, to where local needs and their own learning lead them. Some have had less success than others, due at times to inappropriate "entry points" (e.g. nutrition only), or inattention to relevant social process. While many community-centered agencies of the "mixed" or pure "development promotion" type are multi-disciplinary, their true success varies sector-by-sector, depending on the soundness of technical advice, the agency's management abilities in the sector and the skill with which it applies its social process to sectoral activities.

However, innovations in individual sector work do exist in Nepal, as the study points out in some detail. The major contingent of health and PHC agencies has introduced health insurance schemes, revolving funds for medicines and participative approaches to water supply and hygiene. A few family planning agencies now blend family life decision-making into wider programs. Women's literacy is now being linked to group income generation and low-cost daycare. Local youth "primary groups", and the 65 centrally-registered youth associations have created velocity in the small enterprise area, and in environmental and anti-drug abuse campaigns. With deforestation of paramount national concern, many NGOs have promoted fuel conservation measures, like smokeless chulas or stoves, and have accelerated social forestry and gardening promotion. With 93% of people in agricultural occupations, experiments abound in seed banks, livestock-raising societies and new food sources such as fish farming. International and national NGOs have even begun to incorporate in-kind revolving loan funds and local action committees into "applied nutrition programs".

### IX. NGOs AS DEVELOPMENT PARTNERS IN NEPAL--A NEW DIRECTION

The team found that to fully capture NGO dynamism for change, progress is urgently-required to A) strengthen NGO programming and processes of development with people; B) increase contact and collaboration among NGOs, and between national and external organizations; C) improve NGO linkages beyond the voluntary sector locally, nationally and internationally; and D) create the facilitating mechanisms and the supportive processes to do the

above, by building the strategy and support strengths of the SSNCC and other VROs and intermediaries.

After all its analyses, consultations and visits, the study team found that "social process" capacity-building is a priority need among national agencies large and small, "mixed" and more developmental. However, it also concluded that such capacities cannot be built by training workshops alone; they need to be nurtured and tested in a constant but structured cycle of training-project application-analysis-retesting, and so be linked to actual on-the-ground results.

A second capacity-building priority of NGOs is the use of local resources and available expertise--and locally appropriate resource technology--as material and technical adjuncts to projects. Project participants will build confidence and effectiveness by learning how to identify, develop and access local resources, technology and expertise, and define how they will fit into projects.

The third major priority is help in mastering project formulation, resource location, management, monitoring and evaluation. "Management training" in particular has generated great enthusiasm among donors, since presumably it would help ensure proper fund absorption and accountability. However, most management training to date lacks context with on-the-ground program needs, and so has marginal relevance to practicum. For this and the other two priority areas, capacity-building must blend relevant, interactive learning tools with field-centered application which yield results as it tests what has been learned.

As district evidence cited earlier points out, NGO contact and collaboration is more than a key to de-isolation and learning which profits from joint problem-solving and pooled insights. It is also a strategic "must" in many field endeavors seeking to enhance and expand change. The team observed that when collaboration in learning and application was effectively guided, the result was usually greater than the sum of its inputs.

Functional connections to donors, HMG/Nepal, and larger INGO programs are sometimes more difficult to engineer. But they are crucial to breakthroughs across sectors with greater numbers of the poor. When facilitating such arrangements, intermediaries and other "brokers" must look for complementarity in resources, know-how, coverage, etc. Similarly, as funds and other assistance is channeled to the voluntary sector, those extending it should acknowledge that sector's legitimate sensitivity to preserving its independence--and to being involved in decisions and not just "execution".

To accomplish all this, a well-coordinated strategy for NGO capacity-building and development cooperation is required, with the support of donors and relevant multilaterals, indigenous VROs, key external intermediaries and willing INGO's. At national level, the

SSNCC should act as "team leader" for the strategy, facilitating harmonious alignment (where possible) of official and voluntary concerns, as well as more assertively representing the needs of its NGO constituency. Pivotal to the entire strategy is strengthening the SSNCC Technical Division's VRO "Service" and "Strategy Support" functions.

International NGOs should be assessed as capacity-builders for Nepal's few VROs and its many NGOs, and as program intermediaries; for their ability to promote learning and broker cooperation and not purely for their operational or technical expertise "to do". While much effort is necessary to strengthen NGO social process skills, the strategy should address key national (and donor) concerns which coincide with local ones, e.g. local income growth, agroforestry, food production, health.

SUMMARY RECOMMENDATIONS FOR USAID ACTION

NEED:

A well-conceived "umbrella strategy" for:

- I. NGO strengthening, on-the-ground development action/innovation, gradual extension of benefits; and
- II. Measured programming of USAID funds for the above, and for improving voluntary resource assistance to Nepali NGOs and "Primary Groups".

STRATEGY GOAL:

To achieve medium- and long-range national goals of key concern to USAID, through a strategy meeting the needs above.

OBJECTIVES:

- A. Launch a support program in Nepal to strengthen programmatic, technical, learning capacities of national agencies;
- B) Achieve greater gains in current and future programs through this support effort;
- C) Develop Learning/Linkage programs to improve quality, sustainability and extendability of key NGO efforts;
- D) Establish effective system for USAID co-financing and funds programming;
- E) Strengthen voluntary resource help to NGO's through the SSNCC and other national/external sources.

DESCRIPTION:

The umbrella strategy embraces two components. The major one--a "Voluntary Support Program"--would be managed by the SSNCC's Technical Division, and developed/guided by a designated external intermediary in consultation with USAID, HMG/Nepal and the SSNCC. The Program would:

- A) Strengthen NGO Programmatic Capacities through intensive work in community needs assessment/organization, decision-making, self-monitoring/analysis; participatory methods, interactive materials; project/resource planning, management, monitoring and evaluation.

- B) Build technical capacities through help in income generation/rural productivity; local agriculture/agroforestry; health and family life improvement; local resource technologies; etc.
- C) Over time, extend benefits via a program monitoring/refinement system; wider inclusion of "primary" and other local groups; stronger individual/collective NGO program strategies to enhance, sustain and extend promising initiatives.

The second component, an effective system for USAID co-financing and funds programming, and improved VRO assistance to voluntary agencies, would contain these features:

- A) A "Services Development Fund" to help SSNCC: strengthen its fund channeling/grant management capacity through a viable grant appraisal/monitoring/evaluation system; strengthen its support for NGO self-financing schemes; develop/orchestrate the Voluntary Support Program through its Technical Division; continually examine/upgrade its Technical Division's VRO Skills; collaborate with national VROs, INGOs and other NGO resources.
- B) Ongoing analysis of the Voluntary Support Program by the designated intermediary and SSNCC to: determine learning/technical assistance efforts worthy of USAID/HMG/other support; identify worthy individual/collaborative projects which grow from the Support Program; identify worthy project extension opportunities.
- C) A special Learning/Linkage project to develop and coordinate new larger scale ventures with stronger impact on national/local concerns such as income, productivity, agriculture, health, etc.

CHRONOLOGY:

**PHASE I (April-November 1987):**

Develop specific Voluntary Support Program proposal, paving the way for comprehensive NGO learning/application/review projects assisted by SSNCC Technical Division. Also put in place a team for programming larger scale ventures in sectors of concern as they become appropriate.

**PHASE II (January-June 1988):**

Program start-up, with USAID providing agreed-upon resources to selected intermediaries for proposed program; external intermediary technical team begins work with SSNCC to set in motion the Voluntary Support Program, in consultation with USAID.

**PHASE III (June 1988-June 1990):**

Program evolution, with Voluntary Support Program focus on multiple, intensive district strategies; larger ventures covering key sectors of concern are underway and being monitored.

## I. INTRODUCTION

### A. OBJECTIVES AND PURPOSE OF THE STUDY

This study was initiated at the request of USAID/Nepal to help analyze past and potential relationships with the NGO<sup>1</sup> sector in order to prepare a Nepal country assistance strategy for 1988 to 1992. However, it is hoped that the study will have wider value to the multilateral, bilateral, Government and NGO communities as well in working jointly to meet both local and national concerns.

Previous information on the NGO sector was neither comprehensive nor clear in defining the spectrum of voluntary action in Nepal. While unable to investigate every NGO, the study examines a typology and as many samples of organizations within Nepal as possible. Beyond giving core information on these NGO's activities, target groups, funding sources, operational framework and track records, the study defines the continuum of voluntary activity in Nepal according to functions in which the host active agencies devote their energies, and their potential to expand their scope against a backdrop of national priorities. The study is intended as an analytical framework (with in-depth evidence) for further planning and policy development, useful collaboration with the active NGO sector, and greater strengthening of that sector to help intensify development in Nepal and fulfill NGO potential here as well.

The study concludes with recommendations for hastening such potential, and with options for donors to progress beyond present programmatic, functional and geographic limits through NGOs. To this end, specific starting measures and a longer term programming strategy are outlined.

### B. THE CONTEXT: AN EMERGING AWARENESS OF NGOS' SIGNIFICANCE IN SOUTH ASIA

In previous decades, international planners and their official counterparts in South Asia generally overlooked voluntary initiatives when assessing resources for achieving national goals. Large donors in particular were focusing on development models of a scale and nature so as to make local institutions and networks for self-help and socio-economic development "invisible". More to the point, community-oriented agencies were not considered important because communities were not the focus of earlier generations of external assistance schemes. The "people centered" concept is only now gaining as countless evaluations show local decision involvement as integral to change, and as external bodies and governments realize that NGOs form a powerful collective force for sparking such change.

In the eyes of the NGOs, technical assistance from developed

countries has often been likened to a series of "external fixes" which when they fell short of intentions at macro level, were simply replaced by new "fixes". Rarely did external initiatives engage national planners in an assessment of local human and material resources, and in subsequent activities to awaken their full potential for development cooperation. Only in certain emergency situations did multilateral and bilaterals find they had to take stock of and call on the help of private voluntary organizations.

In the 1970's and 80's, NGO stature grew as efforts at effecting sustainable local change were positively evaluated--and so multilateral, bilateral and official recognition grew. This coincided with the successful movement of many national non-profit agencies from social services into development. As USAID advisor Korten<sup>2</sup> points out, donors became increasingly concerned that despite their financing, "macro-level" reforms alone were not achieving their sought-for gains, and gradually saw the necessity of engaging NGOs in what came to be called "micro-policy" reform. In essence, the idea twinned national priority-setting with the required micro-level initiatives and institutional relations. For example, the set-up of effective rural credit systems often required closer interface with rural poor from the outset, which NGOs can often facilitate. Some of the larger NGOs have also been successful in improving official responses and practices, especially at local levels. And while removing price subsidies and centrally-planned measures proved little value to donors eagerly seeking agrarian reform, it was on-the-ground NGO action which often paved the way for durable policy change.

For their part, NGOs in the South Asian region are keen on preserving their independence and people-to-people role. But, they are increasingly aware that they cannot achieve their goals without more effective interaction with the larger forces in development.

In South Asia, NGOs are finally being acknowledged as key catalytic agents for sustainable macro development. In their won maturation, some NGOs have moved to middle and even the highest levels of government as facilitators of change; others have formed coalitions for broader geographic reach, greater strategic gains and common learning. Government acceptance has varied in the region. The Sri Lanka Government realized in short order, for example, that NGOs were central to building the community-participation required to improve its services and program cost-effectiveness. It announced reforms to include NGOs in their organizational councils; at national levels, NGOs were given a greater voice and approbation. Only recently, after a tense period between NGOs and the Government of Bangladesh, has the notion of a national level secretariat been officially advanced. In India, at state levels, NGOs have been meeting in consultations with government, a step beyond the large "grants-in-aid" relationships toward more explicit cooperation. But while a broad discussion has begun over forming a National Council for rural NGOs, many voluntary groups are concerned that their role of representing peoples' interests may be compromised by heavier

official support (and regulation), and a proposed national code of conduct. Still, the initiative in India is a major move in defining the right kind of NGO/government relations. The NGOs accept and realize something is needed; but they also want to be involved as partners (not solely implementors), with their integrity as peoples' representatives duly protected.

C. THE CONTEXT FOR NGOS IN NEPAL

While the NGO sector in Nepal is younger and less extensive than in other South Asian countries, there are several unique elements in Nepal. One is the Social Services National Coordination Council (SSNCC), created as an "Apex body" for the NGO community. There is no comparable agency in the region with sole responsibility for NGO coordination, and for formally and functionally relating donor, government and NGO activity. In that respect, SSNCC represents an innovation. Generally, there is a positive attitude of His Majesty's Government (HMG/N) officials towards the non-governmental sector, and HMG/N contributes to the budget of the SSNCC. (See Section II, III.)

The international community is showing greater interest in the role of NGOs. UNDP and UNICEF have both begun strengthening SSNCC's role as a development facilitator of collaboration on specific projects. The World Bank recently floated the idea of exploring NGO relevance to desired structural reforms. Strides have been made to foster NGO consultations for activities during International Drinking Water Supply and Sanitation Decade, and for other UN-assisted campaigns. The Government of Canada, South Asian Partnership as well as Canadian NGOs have jointly provided resources for national voluntary organizations. Yet, among most external bodies there is only superficial knowledge of the size, extent and potential of the NGO community in Nepal. This study seeks to deepen that awareness and give shape to how NGOs--in current and strengthened activities--can accelerate progress in areas of national (and donor) concern.

The major caveat worth repeating here is that NGOs resist simply "being deployed" for externalized schemes. Rather, their strengths need to be brought into complementary and cooperative alignment with others' in setting and refining policy, positions, forging operational plans and making best use of services and catalytic activities within communities. Their other sensitivity is that many international donors tend to discount NGOs as "too small", non-accessible or non-accountable. In reality, their proximity to community aspirations, knowledge of their own reality, experience with scarce resources and direct connection to a constituency, often make them not just potent but all the more efficient in key areas of donor concern.





Is unnecessary dependence avoided? Are the most vulnerable considered in the approach? Are they in the same way stressed in the "participation" of the project? Is there any gender analysis in the project? Also, what is the sensitivity of the project to the environment? How well rooted is the organization in the local context? To what degree is attention paid to socially and materially sustainable results and future self-reliance independent of agency help?

#### 4. Added Value/Wider Application

Is the NGO able to add value (i.e. enhance, deepen or extend) to the participant group's basic activities? What is the group learning from its activities? How well can the group extend and apply what it is doing to other contexts? How creative is it in doing so? How is it planning wider applications of its achievements? Can the participant group leverage the involvement of still other people (or communities)? To what extent are local resource people being developed through these projects?

#### 5. Advocacy and Brokering Skills

Whatever its operating functions, what advocacy skills does the NGO have in promoting the concerns and issues related to its field of activity? In what ways has the program interacted with other development resources in Nepal? What changes beyond those in the "community" has the NGO been able to facilitate (e.g. with peer agencies, other communities, local or national government and external agencies)?

#### F. PROCEDURES AND PRODUCTS

Initial discussions with USAID/N helped discern more closely their interests in the study, including present involvement with NGOs and the SSNCC. The study team also met with UN and NGO representatives at their first regular "NGO consultation" session at UN offices which, coincidentally, occurred at the beginning of the study. The study team then developed questionnaires and reviewed the analytical framework of the study. Decisions on the geographic focus were then finalized, and the preliminary study was conducted and completed in just over one month, following review of prior NGO exercises, studies and literature.

Information obtained from interviews with sample NGOs all along the continuum described the careful review of the literature, geographically focused on-site visits, practical experience from years of interaction with a cross-section of NGOs in Nepal by study team members and information from SSNCC officials and other key persons with long knowledge of the sector. These were all used to analyze the sector and present findings in the following sections:

### "An Overview of the NGO Sector in Nepal"

A look at the antecedents of the NGOs, drawn from a historical perspective, describing the deep roots of voluntary tradition and its significance to present day institutions and development concerns. General information is provided on the current status of the NGO sector and how it fits into the country's overall development community.

### "What Exists, An Analysis"

A summary analysis of the NGO sector is presented. A description of the range of organizational formats of NGOs in Nepal is provided, and related to their various functions. This section also analyzes their capacities vis-a-vis their functional roles. Representative agencies of each type are considered. In terms of different geographic areas, NGO activity in Kathmandu, Sindhupalchowk, and Morang Districts comprise the sample in this report, in order to reflect action outside Kathmandu as well as that which emanates from the capital.

### "What Are the Needs of the NGOs as Development Partners?"

From looking at what exists, dialogue with agencies and prior needs assessments, the study identifies the capacity-building needs of the active NGO sector as they apply to working on key areas of concern to HMG/USAID.

### "What are the Potentials for Enhancing and Expanding Voluntary Action Given the Development Concerns of HMG/USAID?"

This section analyzes potentials for collaboration with USAID/N support to the national voluntary sector. It outlines the most promising measures for strengthening programs and extracting learning from the NGO experience, and for making greater strategic progress on national priorities through external linkages to the sector.

### "Recommendations for NGO Collaboration"

This section recommends an overall strategy (with time line) and specific measures for strengthening NGOs and making key gains sought by HMG/USAID.

## II. OVERVIEW OF THE NGO SECTOR IN NEPAL

### B. "OUT OF HISTORY"

NGOs in Nepal as legal development entities are young but their antecedents are venerable, and the currents from Nepal's voluntary past run strong here. Nepali institutions are (depending on viewpoint) either freer or deprived of the international connections that influenced southern neighbors, since they were not originally linked to world colonial rule. Throughout South Asia, NGO movements are trying to resuscitate community will and action by re-creating a sense of community which pre-existed such rule, while melding this modern democratic and collectively-beneficial charge.

For millenia, as a recent book by I.B. Shah recounts in fine detail<sup>7</sup>, community groups, usually religious ones based on land endowments, helped protect society's disadvantaged and support local development. From the most ancient times, "Punya" (merit) and "Kirti" (eternal fame) were concepts of voluntary activity often supported by ancient kings, associated patrons, and surviving royal wives in some cases with active "community participation". Some development theorists would be surprised to discover medieval kings lowering and exempting from taxes groups showing signs of greater self-reliance, and pondering other measures to streamline public institutions in favor of the albeit feudal "private sector". From the beginnings of recorded history, the recent book by SSNCC treasurer Shah traces the resilient and colorful character of the antecedents of today's NGOs. The later semi-formal action groups that emerged in communities, followed by national present-day NGOs, are a natural outgrowth of these institutional traditions, and the ethic of caring for one's own in a land where communities are scattered over hills and separated by formidable tracts.

At grassroot level, surviving informal associations such as "guthi" (endowed religious-based groups with social purposes), "parma" (labor sharing societies) and "dhikuri" (credit associations), are a significant phenomenon. As Shrestha points out<sup>8</sup>, they represent peoples' self-activation in a pure and simple form, and are curiously ignored by most resource groups from outside the community. They also reflect the pre-disposition for self-development among the Nepali people that is very much alive and undertapped in present-day strategies. Shrestha goes on to argue<sup>9</sup> that given the right channeling, they represent human resources critical to breakthrough areas of national concern. In sporadic coverage of 21 districts by the research teams in the study, over 250 such informal "institutions" were identified.

As a more formal part of the same milieu, small NGOs have evolved outside Nepal's primary center, have sought registration from their local community development offices (CDOs) and eventually from the

central registration body, SSNCC. Today, of the more than 140 local NGOs registered centrally, approximately 82 are located outside Kathmandu valley.

Larger, primarily Kathmandu-based national NGOs have a better recorded history. A few social organizations emerged in the latter part of the "Rana" period. This included the first women's NGO (Mahila Samity, 1917-1918) with the aim of encouraging handloom industries for women. It was quickly disbanded when it brought into uncomfortable focus the real-life conditions of rural women. Only in the late 1940's did women's NGOs re-emerge. The famous "grandfather" organizations of the NGO movement in Nepal, Paropakar Aushadhalaya, and Shree Chandra Kamadhenu Charka Pracharak Mahaguthi, were founded in the Rana Period and exist to this day (with altered names). To a large degree, however, social organizations were discouraged by the Ranas along with education and other "suspicious" activities.

With the return to power of the Shah Dynasty in 1951, an experimental period with a party system and eventual set-up of the panchayat system, more constitutional guarantees emerged to protect basic human rights and meet community needs. The climate proved right for the rapid growth of NGOs in the country. In the 1950's and 60's, with links to the outside world also growing, Rotary Clubs, Red Cross, Nepal Childrens' Organization and other groups emerged. Other purely indigenous groups worked on problems of depressed castes, protection of beggars and disabled, and similar social needs. They also found a more favorable environment in which to grow into formal and semi-formal bodies.

Thus, the voluntary sector, associated with royalty and traditional bodies from ancient times, never lost its roots as was the case in India and other South Asian countries where clear separations between government and voluntary sectors became accentuated in the post-independence period. The creation of the SSNCC, brought into being by an act of the King in 1977 thus seemed natural here. In fact, the Act has given prominence to NGOs of official recognition and linkage, and Nepal is structurally ahead of other South Asian countries in having a one-stop organization that is responsible for registration, NGO coordination and linkage to government activity.

Even those who advocate fostering NGO activity apart from the SSNCC umbrella affirm the importance of royal sanction and recognition for efforts to stir local development support by that government and others in the Nepal context. Most Nepalis of social conscience, even those desiring systemic changes in the country, are fiercely proud of their institutional heritage and the historical connection of social service and social change organizations to the Royal Family. Today, with over 40 international agencies involved and an estimated 150 registered National NGOs, for hundreds of groups registered at the CDO level--not to mention the many informal associations--the challenge is not whether, but how, to help voluntarism speed urgently-needed change.

B. CURRENT STATUS OF THE NGO SECTOR IN NEPAL

1. Development and Role of Social Services National Coordination Council (SSNCC)

The SSNCC and its component "committees" will be examined later in this study, but a description of the overall body is vital to understanding the status of the voluntary sector. The council is the apex body which links over 40 international NGOs (operational, intermediary and donor), approximately 150 registered national NGOs, and hundreds more registered at local CDO levels, with the HMG/N. The SSNCC was promulgated by an Act of the King in 1977 to help the country cope with its growing number of NGOs, many of which were seeking assistance from--or seeking to assist from--outside.

Now technically a non-governmental autonomous body, but still chaired by Her Majesty, the Council has a steering group of ministry officials and representatives from SSNCC's six committees for Health, Youth Services, Community Services, Women's Services, Children's Services and Hindu Religion. These separate committees were formed to target assistance to distinct kinds of NGOs and to:

- a. avoid duplication of voluntary efforts;
- b. intensify development progress through social organizations;
- c. bring uniformity of national and international aid to the voluntary sector.

A recent SSNCC publication is more specific, listing objectives of increasing NGO productivity; providing coordination, monitoring and counseling; procuring financial and material assistance for NGOs; providing policy guidance for program development; helping with evaluation; improving NGO efficiency and building NGOs capacities and channeling HMG/N and external funds to NGOs. Underscoring all this is the official desire not to control, but to better align government and voluntary action. This is a pivotal concept in Nepal, and both official and non-governmental sensitivities turn on it. For while improved alignment raises potential for enhanced activities among NGOs, it also raises competing issues of voluntarism's perceived right to independent judgement and action; government's sovereign right to define the outside assistance it receives and its need to maximize the use of limited resources; and NGOs social purpose and perceived duty to help people act on their own behalf and influence forces around them<sup>10</sup>.

Other countries like India are struggling with these issues as they try to form mechanisms for official and NGO sector alignment. It is interesting, though, that the first clear mechanism for NGO coordination and support emerged in Nepal. The NGOs consulted in the study have varied opinions: if NGOs are meant to catalyze change, some say the SSNCC can help them when local officials or

others become limiting factors to the poor's development. Some felt SSNCC could become more efficient in other areas such as fund channeling.

Many NGOs appreciated and sought more of the SSNCC's institutional support, training, and development services. All felt that absolute independence of action was less important than the advantages of a body to assist, coordinate, provide standards and safeguard national interests and values. The fact is that while these issues are not easily resolved, in the first ten years of the SSNCC, its services to NGOs have made it easier for both the Council and national NGO representatives to work through the issues together.

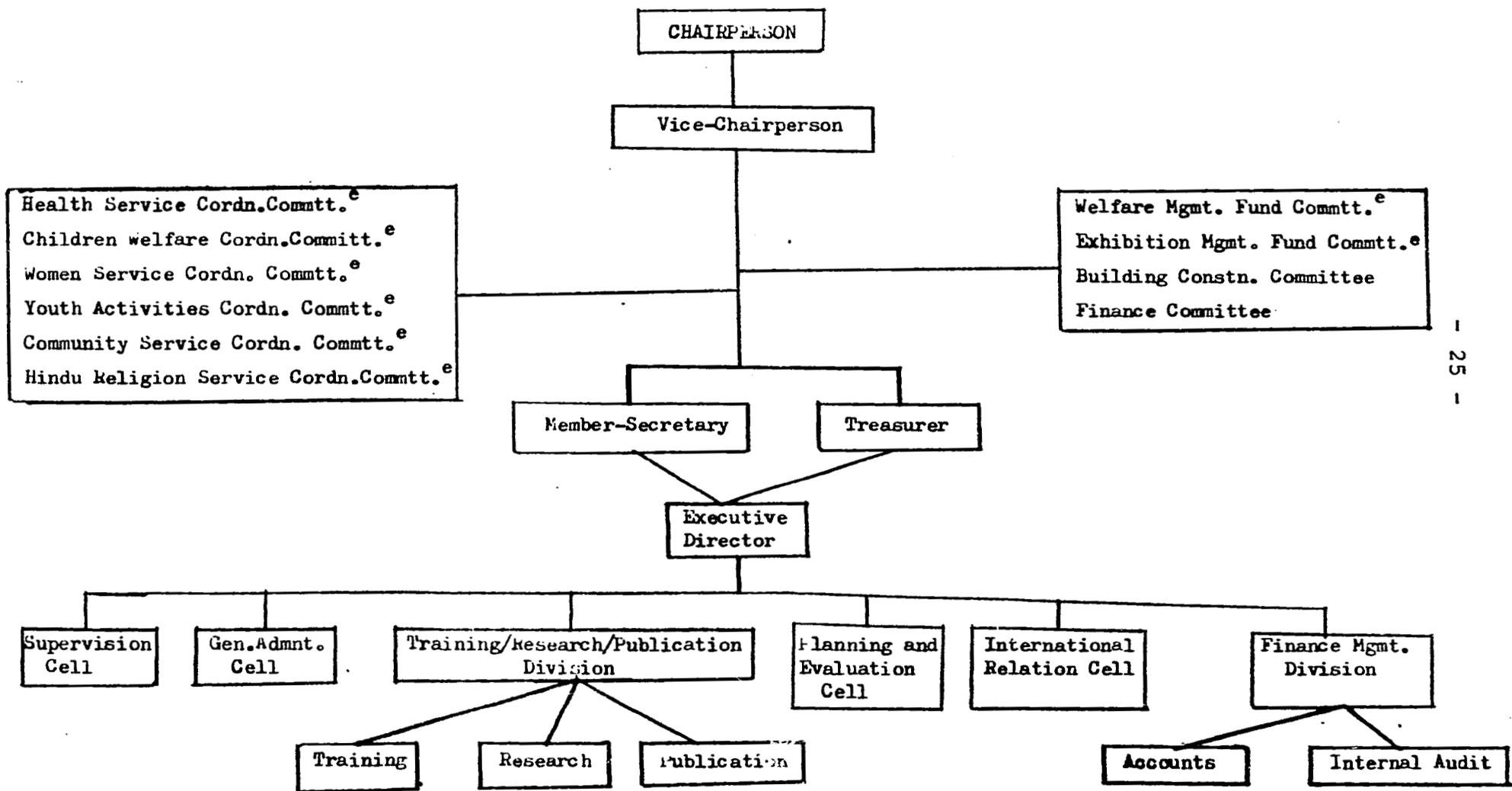
SSNCC is an autonomous body (officially with NGO status) with 68 employees and comprised of five major cells and six committees (Figure A). The five cells consist of an Administrative Cell, Planning and Evaluation Cell, Training Cell, Research and Evaluation Cell, International Affairs, and Finance Cell.

While the committees are set up primarily for NGO coordination, including assisting international agencies with set-up and affiliation of their programs to local counterpart agencies, helping indigenous NGOs with project formulation and the monitoring of both, they also promote specific NGO targets. These include tree plantation, family planning acceptors, literacy (Youth Committee), and pilot health schemes (Health Committee). Committees have also organized specialized training in community development methods, project formulation, youth leadership, and related topics. One of their tasks is to provide core information to the SSNCC's Central Council, especially on annual plans and budget needs of the registered organizations. To some degree, all committees set policy agendas in broad terms for their constituent agencies. They all provide the regulatory and information services to the Central SSNCC. But specific roles vary; having mostly voluntary staff, additional services or functions are not uniform across the committees. The Women's Committee has a strong agenda to function as a "pressure group" to promote sound national policies on women and integrate them into ministerial and departmental programs. They operate a pilot program with mothers clubs and women's development associations on literacy and income generation at the top of their agenda. They operate a scholarship fund for women and are involved in training. The Health Committee, on the other hand, limits its role to coordination functions. Others, such as the Community Services Committee, would like to undertake a range of services--weaving training, funding, a volunteer corps of Nepalis, "model villages" and project support communications--the agenda of a complete service VRO. These roles will be further analyzed later this study.

The five Cells of the Council play key roles in NGO sector support. "Finance" maintains fiscal scrutiny, prepares SSNCC budgets and channels funds back to operational agencies through its accounts. "International Affairs" handles external/NGO relations, and prepares

FIGURE A

SOCIAL SERVICE NATIONAL COORDINATION COUNCIL



working agreements among such agencies. "Planning and Evaluation" helps external and national agencies develop programs, formulate plans, and evaluate projects. It is also completing a detailed profile of Nepali NGOs in the Nepali language. "Administration" works from an overview of programs and is especially concerned with staff recruitment and development. The "Training, Research and Publications Cell", which also houses the UNV/DDS volunteer program and the Decade Cell for Water and Sanitation, was re-organized with help from PACT, UNDP, World Neighbors and others to fill the VRO "service" gap in the country. Training is provided for NGO workers from all committees, with an emphasis on training of trainers. It has developed first-time training designs in areas of 1) people-centered and catalytic development processes, 2) project formulation, management and evaluation and 3) low-cost local resource technology.

## 2. Financial Inputs of NGO Sector:

Since most international and HMG/N inputs to the NGOs are channeled through the SSNCC, its budget reflects the total external investment in the sector: Rs 95 million in 1984/85, Rs 164 million in 1985/86 and a projected Rs 209 million in FY '86/87. A copy of SSNCC's 1986/87 budget is attached (Figure B). The Council also raises funds locally. A special fund for disasters, health, social and other purposes now totals Rs 9,360,628. SSNCC's 1985/86 report indicates that Rs 20,559,706 were raised for the Samajik Sewa Mandir. To these figures must be added the unknown contributions in cash and times for NGO activities by communities themselves, often a modus vivendi for fledgling agencies. The operating budget of the SSNCC and its committees over its first eight years is provided (Figure C). The Council is keen to work with NGOs on self-financing schemes over in the long term, and has selectively experimented with grants for these purposes.

## 3. Types and Functions of Non-Governmental Organizations:

While analytical findings follow in the next section, here is a brief overview of Nepal's international and indigenous NGO segments.

### **International NGOs**

SSNCC has standing agreements with 43 international voluntary agencies. Of these, approximately 30 are operational, the remaining mostly providing funds and or technical assistance. Appendix Three briefly describes the agencies' purely operational plans, drawn from SSNCC files. Activities of so-called "intermediary" NGOs vary. Some are highly active in monitoring and assisting their funded projects almost to the point of being operational in the country. Some work with national "counterparts", (e.g. Meals for Millions with the Family Planning Associations of Nepal), but keep a very

FIGURE B

Comparative Budget of SSNCC, Central Office,  
Various Coordination Committees and its agencies  
for the Fiscal year 2043/044 (1086/87)

(Rs. in 000 )

S.No.:	Name of the Agencies	F.Y. 042/043 (1985/86) Amended				F.Y. 043/044 (1986/87) Expected			
		Budget Expected				Budget			
(1)	(2)	Internal	External	HMG Grant	Total	Internal	External	HMG Grant	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1.	S.S.N.C.C. Central Office	-	-	2305	2305	-	2312	2415	4727
2.	Bhaktapur Development Project	-	-	-	-	-	-	600	600
3.	Income Generation & Various Development Project & Meetings	-	-	-	-	-	-	1506	1506
4.	Bhrikutimandap Handle Committee	700	-	-	700	755	-	-	755
5.	Welfare Fund Arrangement ,,	111	500	-	611	2458	-	-	2458
6.	Bldg. Construction Committee (Ordry)	-	-	300	300	-	-	215	215
7.	Coordination Committees Offices	-	-	930	930	-	-	1044	1044
8.a	Health Service Coordination Committ.	6753	42834	5814	55401	7656	82175	6106	95937
b.	Disable Fund Arrangement Committee	177	-	-	177	297	-	-	297
9.a	Child Welfare Coordination Committ.	8265	17754	5572	31591	8511	24917	5699	39127
b.	National Child Fund Arrngmt. ,,	277	-	-	277	312	-	-	312
10.	Women Service Coordination ,,	158	3226	2960	3680	269	3779	1650	4213
11.	Youth Activities Coordination ,,	-	1061	164	1225	101	95	178	374
12.	Community Service ,,	554	16228	134	16916	374	41509	1860	42069
13.	Hindu Religion Service ,,	-	-	-	-	-	1148	386	1534
T O T A L :		16995	81603	15515	114113	20733	155935	18500	195168

\* HMG Grant through SSNCC.

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: 2 :

(Rs. in 000)

1	2	3	4	5	6	7	8	9	10
	T O T A L : B/F	16995	81603	15515	114113	20733	155935	18500	195168
i)	Bldg.Construction Committee (Devpmt.)	20500	-	2760	23260	1003	-	2300	3303
ii)	<u>Direct Receivable from HMG:</u>								
a.	Nepal Fla Family Flanning Association	-	-	7511	7511	-	-	8987	8987
b.	Nepal Cancer Relife Society ( Nepal Apurdha Rog Niwaran Sanstha	-	-	800	800	-	-	100	100
c.	Nepal Leprosy Control Association	-	-	1320	1320	-	-	1386	1386
d.	Nepal Child Association	-	-	275	275	-	-	394	394
e.	Charitable Orphanage Asstn. (Paropakar Anathalaya)	-	-	20	20	-	-	20	20
T O T A L :		37495	81603	27481	146579	21736	155935	31687	209358

BUDGET

FIGURE C

Description of total Budget sources to operate Social Service National Coordination V Council and its coordination committee

(Rs. in 000)

Fiscal Year	Budget source						Total
	Internal source		External source		HMG		
	Amount	Percentage	Amount	Percentage	Amount	Percentage	
1977-1978	4519	31.93	6020	41.83	3713	26.24	14252
1978-1979	7420	25.89	14985	52.29	6253	21.82	28658
1979-1980	12395	32.54	19747	51.84	5950	15.62	38092
1980-81	11745	22.10	31590	59.45	9799	18.45	53134
1981-82	8035	13.27	43038	71.07	9480	15.66	60553
1982-83	11421	12.86	63994	72.05	13400	15.09	88815
1983-84	19181	19.35	65948	66.52	14009	14.13	99146
1984-85	19385	20.40	60244	63.40	15400	16.20	95029
<u>COORDINATION COMMITTEES</u>							
Health Service Cordn. Committ. <sup>e</sup>	35474	22.8	110205	70.8	9868	6.4	155547
Disable Service Cordn. Committ. <sup>e</sup>	15111	20.4	35029	47.3	23978	32.3	74118
Children Welfare Cordn. Com. <sup>te</sup>	24739	14.7	117323	69.6	26402	15.7	168482
Women Service Cordn. Comt. <sup>e</sup>	473	3.6	11299	84.8	1540	11.6	13312
Community Service Cordn. Comt. <sup>e</sup>	15336	35.2	22662	52.0	5600	12.8	43598
Youth activities Cordn. Comt. <sup>e</sup>	1314	8.6	8770	57.6	5136	33.8	15220

high profile. Others provide only occasional monitoring and have no resident presence. Several support multi-NGO programs, funding more than one agency; among them is USC Canada, South Asian Partnership, PACT and World Neighbors. A Chart (Figure D) of the type, functions and sectoral interests of NGOs shows that the bulk of foreign agencies are social service-oriented, with an important middle spectrum of agencies mixing social services and development promotion, and still fewer in the category of catalytic development programs with well-measured inputs and advanced levels of community participation. Organizations that facilitate development in novel ways as national "voluntary resource organizations" do, for example, are still rare among the international agencies.

### **National NGOs**

There are currently about 150 national agencies registered at the central level with the SSNCC and associated with their various committees (Figure E). Appendix Two, drawn from SSNCC's recent profile of NNGOs, describes these groups in brief. About 80 organizations are based outside Kathmandu proper, though some based in the city do have district branches. Agencies are spread across the analytical continuum, but the majority are of the social service type, with a few in the mixed social service and development promotion category. A few have experimented with approaches that catalyze local decision-making, analysis and action, helping to identify local resources and to forge external linkages for more sustainable results, but their number is growing faster than ever before. Some of this may be inspired by groups with sophisticated backgrounds, such as the consulting firm, IDS. It may also occur more spontaneously as agencies share community experiences, or happen as a result of exposure to efforts by the council's training cell, PACT and others to de-isolate national agencies, build new awareness and strengthen their skills.

### **Primary Groups**

Perhaps the most significant phenomena are the "Primary Groups", and many of the smaller registered bodies may have grown from this category. In the sample district of Morang, for example, the study team found nearly 100 groups registered with the CDOs. Multiplied by 75 districts, one could gauge the vast extent of people helping people in the rural context apart from more formal organizations. There appear to be many such groups not yet registered with CDOs, and evidence suggests they are a strong latent force for broader development. This category's groups vary with identity but could be divided between traditional (e.g. guthi, parma, etc.), and modern (youth, women's associations, community self-help groups).

International NGOs

Name of the Agency	Type	Functions										Sectoral Interest/Emphasis								
		Operational	Inter-mediatary/donor	Social Activity	Social Services	Mixed-Development/Soc. Serv.	Development	Sustainable nevelopment	Co-ordination of NGO	Technical Services to NGOs	Strategic facilitation of NGOs	Integrated	Women	Youth	Health/Family Planning	Agriculture/animal husbandry	Agro-forestry	Human Resource Development	Infrastructure	Small Enterprise
1. Norwegian Church Aid	*		*											*						
2. World Missionary Evangelism U.S.A.		*							*								*			*
3. Norwegian Association for Mentally Retarded		*							*											*
4. Redd Barna [Norwegian Save the Children]	*				*					*										
5. Ryder Cheshire Mission for the Relief of Suffering		*		*														*		*
6. Save the Children Fund U.K.	*	*			*									*						
7. Seva Service Society		*		*										*				*		
8. Swiss Red Cross		*		*										*						
9. Seva Foundation U.S.A.		*		*										*				*		
10. Terre Des Hommer		*		*														*		*
11. Christoffel Blinden Mission		*		*														*		*
12. Bank of Credit & Commerce Int.		*																*		
13. French Medical Mission to Nepal	*			*										*						
14. Under Privileged Children's Education Program	*			*													*	*	*	
15. South Asia Partnership		*									*			*						*
16. World Neighbours		*						*	*					*	*	*			*	
17. Interchurch Co-ordination Committee for Development		*			*								*						*	
18. Oxfare		*							*		*									
19. International Planned Parenthood Federation		*							*					*						

contd...

International NGOs

Name of the Agency	Type		Functions							Sectoral Interest/Emphasis										
	Operational	Inter-mediatary/donor	Social Activity	Social Services	Mixed-Development/Soc. Serv.	Development	Sustainable development	Co-ordination of NGO	Technical Services to NGOs	Strategic facilitation of NGOs	Integrated	Women	Youth	Health/Family Planning	Agriculture/animal husbandry	Agro-forestry	Human Resource Development	Infrastructure	Small Enterprise	Disabled/helpless
20. Ambassador Foundation		*						*	*											
21. The Peace Corps [Project Fund]	*									*									*	
22. Advantist Development and Relief Agency International South-Asia		*							*				*							
23. Action-Aid	*				*					*							*	*		
24. Lutheran World Service	*	*				*			*	*								*	*	
25. Water Aid		*						*										*		
26. Fosterparents Plan International	*				*					*										
27. Nepal School Project, Canada	*				*									*			*			
28. Japanese Red Cross Society	*	*			*				*					*						
29. Japanese Organization for International Co-operation for Family Planning		*			*				*					*						
30. Movement for Development	*				*									*						
31. Save the Children U.S.A.	*				*					*				*			*	*		
32. Meals for Millions/Free from Hunger Foundation		*			*									*					*	
33. USC [Canada]		*			*				*	*									*	
34. PACT, U.S.A.		*					*	*	*	*	*		*	*		*		*	*	

National NGOs

Name of the Agency	Type	Functions										Sectoral Interest/Emphasis								
		Operational	Inter-medial/donor	Social Activity	Social Services	Mixed-Development/Soc. Serv.	Development	Sustainable development	Co-ordination of NGO	Technical Services to NGOs	Strategic facilitation of NGOs	Integrated	Women	Youth	Health/Family Planning	Agriculture/animal husbandry	Agro-forestry	Human Resource Development	Infrastructure	Small Enterprise
1. Nepal Red Cross Society	*					*		*	*		*			*			*			
2. Paropakar Organization	*			*										*			*			
3. Nepal Family Planning Association	*				*		*	*			*			*		*			*	
4. Nepal Anti T.B. Association	*					*		*	*					*						
5. Nepal Disable Association	*				*			*									*			*
6. Nepal Leprosy Relief Association	*				*									*					*	
7. Nepal Netrajyoti Sangh	*				*				*	*	*			*				*		*
8. Deaf Welfare Association	*				*									*						*
9. Blind Welfare Centre	*				*														*	*
10. Aishworya Health Care Welfare Centre	*				*									*						
11. Nepal Cancer Relief Society	*				*				*					*						
12. Mentally Retarded Welfare Organization	*				*									*						*
13. Ayurvedic Medical Development System	*					*								*						
14. All Nepal Yoga and Natural Care Centre	*				*									*						
15. Nepal Oral Health Society	*				*									*						
16. Nepal Childrens' Organization	*				*						*		*					*		
17. SOS Childrens' Village	*				*								*					*	*	
18. Mothers' Club	*					*			*		*	*	*	*	*	*	*	*	*	*

contd...

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 FIGURE - E  
 National NGOs

Name of the Agency	Type	Functions										Sectoral Interest/Emphasis									
		Operational	Inter-mediatary/donor	Social Activity	Social Services	Mixed-Development/Soc. Serv.	Development	Sustainable development	Co-ordination of NGO	Technical Services to NGOs	Strategic facilitation of NGOs	Integrated	Women	Youth	Health/Family Planning	Agriculture/animal husbandry	Agro-forestry	Human Resource Development	Infrastructure	Small Enterprise	Disabled/helpless
19. Women Development Association	*					*						*	*	*	*	*	*	*	*	*	*
20. Women Development Centre	*					*						*								*	
21. Rural Women Development Club	*			*								*		*						*	
22. Women Welfare Centre	*			*								*								*	
23. Women Upliftment Service Centre	*			*								*								*	
24. Nepal JAYCEES	*		*										*	*	*	*					
25. National Youth Service Fund		*			*								*								
26. G. A. A.				*	*								*								
27. Himali Pariwar Club	*		*	*	*								*	*				*	*		
28. D. Y. Club	*		*	*	*								*	*				*	*		
29. United Youth Club	*		*	*	*								*								
30. Arunodaya Sports Club	*		*	*	*								*	*						*	
31. Dhulikhel Youth Club	*		*	*	*						*		*	*	*	*				*	
32. Naxal Youth Mandal	*		*	*	*								*		*						
33. Shree Bajra Barahi Society Development	*		*	*	*								*	*	*						
34. Rudrayani Youth Club	*		*	*	*								*								
35. Jan Mukti Youth Club	*		*	*	*						*	*	*	*			*				
36. Sita Paila Youth Club	*		*	*	*								*								
37. Jyoti Club	*		*	*	*								*								

contd..

National NGOs

Name of the Agency	Type	Functions										Sectoral Interest/Emphasis									
		Operational	Inter-mediaty/donor	Social Activity	Social Services	Mixed-Development/Soc. Serv.	Development	Sustainable development	Co-ordination of NGO	Technical Services to NGOs	Strategic facilitation of NGOs	Integrated	Women	Youth	Health/Family Planning	Agriculture/animal husbandry	Agro-forestry	Human Resource Development	Infrastructure	Small Enterprise	Disabled/helpless
38. Maitri Club	*		*										*								
39. Damauli Sangam Club	*		*										*								
40. Bhadra Youth Club	*		*	*									*								
41. Suryamukhi Shanti Youth Club	*			*									*	*		*					
42. Shree Narayangarh Youth Club	*		*	*									*			*					
43. Amar Youth Club	*		*										*								
44. Waling Youth Club	*		*										*								
45. Prabhat Youth Development Club	*		*										*								
46. Sailungeshwori Development Association	*		*	*									*	*		*		*			
47. Jagriti Yuba Club	*		*	*									*	*				*			
48. Lalitya Yuba Club	*		*	*									*	*		*	*	*			
49. Rhino Club	*			*									*	*		*		*	*	*	
50. Narayani Pariwar Club	*		*	*									*	*							
51. Youth Association	*		*										*								
52. Prabha Youth Club	*		*	*									*								
53. Kalinchok Youth Club	*		*										*								
54. Yuba Jagrit Club	*		*	*									*		*			*			
55. Indrayani Yuba Club	*		*	*									*	*							
56. Sungava Club	*		*	*									*	*							
57. Kalika Youth Club	*		*										*								

contd...

National NGOs

Name of the Agency	Type	Functions										Sectoral Interest/Emphasis								
		Operational	Inter-mediatary/donor	Social Activity	Social Services	Mixed-Development/Soc. Serv.	Development	Sustainable development	Co-ordination of NGO	Technical Services to NGOs	Strategic facilitation of NGOs	Integrated	Women	Youth	Health/Family Planning	Agriculture/animal husbandry	Agro-forestry	Human Resource Development	Infrastructure	Small Enterprise
58. Shree Raj Devi Youth Club	*		*	*									*	*					*	
59. Shree Arunodaya Maitripurna Club	*		*	*									*	*						
60. Young Star Club	*		*										*							
61. Bhimeswori Yuba Club	*		*	*									*	*		*		*		
62. Sunapati Youth Club	*		*	*									*	*		*			*	
63. Tribeni Youth Club	*		*	*									*	*		*		*	*	
64. Malika Youth Club	*		*										*							
65. Arunodaya Youth Club	*		*										*							
66. Dipendra Youth Club	*		*										*							
67. Janhit Youth Club	*		*										*							
68. Mahendra Youth Centre	*		*										*							
69. Kaski Jan Jagriti Yuba Club	*		*	*									*							
70. Reyukai Nepal	*		*								*									
71. Nepal National Social Welfare Association	*		*																	
72. Nepal Charkha Pracharak Gandhi Smarak Mahaguthi	*				*							*		*		*		*	*	
73. Nepal Jesuit Society	*				*						*						*	*	*	
74. Dukha Nibaran Guthi	*		*																	
75. Samaj Sudhar Club	*		*	*							*		*		*			*	*	
76. Sri Gaon Sudhar Samiti	*		*																	

contd...

National NGOs

Name of the Agency	Type	Functions										Sectoral Interest/Emphasis								
		Operational	Inter-mediatary/donor	Social Activity	Social Services	Mixed-Development/Soc. Serv.	Development	Sustainable development	Co-ordination of NGO	Technical Services to NGOs	Strategic facilitation of NGOs	Integrated	Women	Youth	Health/Family Planning	Agriculture/animal husbandry	Agro-forestry	Human Resource Development	Infrastructure	Small Enterprise
77. Jan Sewa Samiti	*			*	*										*	*	*		*	
78. Sanatan Dharma Sewa Committee	*			*	*									*	*	*	*		*	
79. Adwait Sanstha	*			*	*														*	
80. World Hindu Association	*			*	*														*	
81. All Nepal Mahayan Guthi Society	*			*																
82. Shree Pashupati Religious Service Committee	*			*	*									*					*	
83. Saatsang Pariwar	*			*															*	
84. Sri Sewa Dharma Sewa Dharma Committee	*			*															*	
85. Sri Nilbaran Satsang Ashram	*			*															*	
86. Sri Narayan Satsang Committee	*			*															*	
87. Shri Baraha Area Religious Committee	*			*															*	
88. Sanatan Dharma Sewa Sangh	*			*															*	
89. Bandha Aradhak Sadan	*			*															*	
90. Maharsi Chetan Bigyan Association	*			*	*														*	*
91. Sri Geeta Bhawan	*			*										*					*	
92. Geeta Adhyan Mandal	*			*															*	
93. Matribhumi Service Association	*			*															*	
94. Shree Bindhebasini Adhyatmik Sangh	*			*															*	

contd...



### **Larger Organizations**

At the central level, a cross section of over 20 organizations, including SSNCC and selected committees, were studied along with another 14 organizations in the districts. They represent the full range of agencies working in the country. A more detailed Appendix One provides an analytical look at these and their functions and capacities. Both international and national agencies are covered in these reviews.

### III. FINDINGS/ANALYSIS

#### A. WHAT EXISTS ACROSS THE SPECTRUM OF THE VOLUNTARY ACTION?

##### 1. Existing NGO Organizational Formats, Functions and Capacities

This study holds the premise that the voluntary activity most in need of support is that which enables people, especially the least advantaged, to take leadership in their own development and, in so doing, contribute directly to national priorities and the related donor concerns. In this regard, a look across the continuum of voluntary organizations and their activities indicates great potential in the field of catalytic development, as the better "mixed" social service/development agencies are helped to mature and more accomplished agencies learn to further integrate, sustain, and extend their programs. But both accomplished and evolving agencies require ongoing help with methodologies that better channel the voluntary spirit and hasten self-reliant action. Where such work does exist, the next steps beyond strengthening methods and programmatic skills are to ensure that such self-reliance and material changes are sustainable, that links are made with other development actions and institutions for long-term results, and that opportunities are seized for extending benefits and applying methods more widely geographically. As mentioned earlier, VROs, i.e. those who help NGOs develop such capacities, make necessary connections and advocate their mission, are scarce in Nepal. The SSNCC is the country's lead VRO.

#### Realities and Potentials

The study found that most of the national and international operational agencies fall into the category of mixed social service delivery and development promotion functions.

Development programs that are social-process oriented and concerned with resource maximization and sustainable systems are rare. But as mentioned, national agencies are steadily moving in this direction. Finally, the many "primary groups" mentioned--especially youth and women's groups--have "participation" built in, in the informal sense, and are discovering the values of cost-containment and outside linkages to accelerated results. They are one of the promising social forces on the scene. Below, the full spectrum of NGO action is analyzed, drawing from key organizations and views of many activities:

#### Social Activity Groups

Without elaborating this category, groups which form for social reasons and launch modest activities at first play an important role

(e.g. among youth) and can be platforms for later efforts. The Godavari Alumni Association is the most famous of this group type. While arranging social activities for its members, it also runs a community service project in one village site in the Kathmandu valley; its members also organize awareness campaigns on drugs, environment, and similar concerns for themselves and other youth. Many youth groups start begin with something specific such as construction of simple water supply systems, tree plantation, social issue awareness campaigns etc. and grow from there as "schools of experience" for members' later pursuits. Some of the bigger clubs have "graduated" into the mixed services/development category, such as the Dhulikhel Youth Club, mentioned below.

#### Professional Social Service Organizations

Some seem well suited to the social service roles they espouse. For years, the "grandfather" NGO of Nepal, as Paropakar is called, has cared for orphans and provided health and maternity care. Paropakar was recently ceded land to establish a "Childrens' Village" to provide a growth environment for 100 children. Built entirely from local funds and initiative, Paropakar has established 139 primary health care centers and 14 "health posts" along the government's model. It also operates a 200-bed maternity hospital. Paropakar has a fixed deposit yielding interest of Rs 200,000 to fund activities, as well as public, SSNCC and HMG contributions. Save the Children-UK (SCF-UK) is also involved in scholarship provision for orphans. Though conventional in thrust, these kinds of agencies not only play a vital role to those serviced, but represent the will and potential of the Nepalese to solve their own problems and care for themselves.

SOS Homes, The Underprivileged Children's Education Program (UCEP), and the Douglas Memorial Homes provide immediate services to the community's young. Yet even here, there are shifts to providing longer term means for helping people, especially orphans and abandoned youth, through provision of employable skills and building outside links to their communities. UCEP in particular has been innovative in developing self-reliance schemes for poor and abandoned youth.

Nepali organizations caring for the weak, disabled, blind and otherwise incapacitated are a strong segment of the sector. The SSNCC's Health Committee has a growing range of member organizations that care for the sick and disabled focusing on specific problems of leprosy, cancer, blindness, mental handicaps, and tuberculosis (TB). More modern affiliations have sparked formation of an Anti-Drug Association as well. Social service agencies play important advocacy roles in these areas, and make links to scientific knowledge and counterpart organizations abroad which deal with similar problems.

The Nepal Netra Joti Sangh, the Nepal Blindness Welfare Association,

Nepal Eye Relief Association and Apanga Sangh are part of the Nepali tradition to care for the helpless. There are a large number of organizations which care for the blind: at least three local agencies and seven international NGOs/donors support projects for the blind in Nepal, the largest single group of NGOs working on a specific problem.

Nepali agencies of this type are amply helped by external agencies. A Norwegian group, for example, has recently formulated a five-year strategy to help the Nepal Association for the Welfare of the Mentally Handicapped develop and test programs to ultimately benefit the estimated 500,000 Nepalese who have this problem. Some groups build homes for the disabled, such as the Ryder Chesire Society and Terre Des Hommes.

In the urban setting, vocational and employment schemes are often a priority. The Association of Craft Producers (ACP) is a professional non-profit agency that seeks to create opportunities for women in crafts production and in activities such as wool spinning. Women who otherwise had no employment are trained and employed. ACP is developmental in the sense that it provides design and other technical assistance to rural development NGOs. In addition, ACP has begun to consider the whole woman in its work, and move beyond simple employment, production and marketing into other areas of life improvement.

More than half of the agreements held by the Council with foreign NGOs are of the social service type, but they are directed to those who truly need services (though they may need development support as well). Within that band of the spectrum, such agencies can continue to seek ways of more effectively expanding the net of social service care while opening doors to self-sustained action. This requires official policy backing and greater employment opportunities, particularly in the urban sector.

#### Mixed Social Service Delivery/Development Promotion NGOs

This is the next largest category, with approximately 60% of national NGOs and 25% (11) of the international NGOs in this group. Sensitivities may turn on this classification, since many of these groups would consider themselves fully "developmental". But most indeed still include stress service delivery in their programs, or do not employ a methodology to activate "beneficiaries" on their own behalf. Nor do cost-containment measures, sustainable linkages, community takeover and external agency withdrawal yet appear high on their agenda, with a few exceptions.

Part of this seems due to the pressures imposed on funding mechanisms which require high inputs in limited geographic areas. Most indigenous NGOs of this group simply have not had exposure or access to training in community development methodology. In many of the external agencies, innovation potential is strong--even if

funding or other constraints make them take paths and shortcuts to achieving "on the ground" results to show to constituencies back in Idaho or Oslo. Or models can be complex, with sophisticated organizational goals that are not built from the ground up, but rather from theories down. Still some of these agencies have built programs that have benefited people in numerous ways, and are training grounds for Nepali development workers in areas of technical skills, management, organization, logistics and other skills foreign agencies possess. But greater commitment to "development" seems an eventual imperative for all such agencies.

Many such agencies are experimenting and coming to terms with their "mixed" service and development role. Save the Children, USA (SCF-US), while achieving a great deal in its field areas, has had to examine assessments it has relied on in high field inputs and has made gains that are hard to sustain. Institutionalization is one of its own expressed concerns, with the necessity of equipping their village development committees with skills and finance to manage programs for the long term. The other need is for linkage with local institutions; commentators have noted that few links exist between the project committees and local official structures.

SCF-US, on the other hand, has experimented with social processes in using the World Education-inspired educational curricula, and tested many specific innovations in its community-based approach. Regretfully, the press of operations leaves the staff of SCF-US little time to evaluate and reflect on problems such as institutionalization, and successes such as its educational programs for women. With SCF-US now being asked to cover the whole of Gorkha district, new directions are likely to evolve. This being the case, a self-evaluation and continuous learning process are not only a needed add-on, but crucial to its potential as a "lead agency" for NGOs in Nepal. SCF-US is considering trying new methods in selected panchayats to address these concerns. It also seems that, given its resources and prominence, SCF-US could become less operational and more of a facilitator in Nepal, drawing insights from its work in Gorkha to help other NGOs and HMG/N learn from its experience.

Plan International also runs mixed services/development projects. In their case, direct aid, usually for school supplies, is given to families. On other points, sizable community contributions are required, such as in the building of schools. Working in rural sections of Kathmandu valley, Plan works with a Village Development Committee (VDC) system similar to SCF's, supported by specific task committees. Its 75 program staff and VDCs conduct a wide range of activities in water, sanitation, family welfare, home maintenance, school construction, agriculture and skill training. While Plan feels it works on sustainable community systems, it clearly offers services to "Plan Families", thus mixing services and development. Eventually Plan would like to cover as many as four districts in a fairly large program, and is currently discussing this with the SSNCC.

Of the national NGOs, Family Planning Association of Nepal (FPAN) is the prominent agency that cuts across both the "mixed" and pure development promotion categories. Since many of FPAN's 37 programs are clearly service oriented, e.g. family planning through provision of sterilization, basic clinical health services, improved livestock distribution, etc., it fits the mixed services/development category. However, several of FPAN's projects fall into the fully developmental area in concept; it has now been invited to undertake the low input, community development experiment "Bhikash Bhij" by the SSNCC. Some aspects of their integrated field projects, including the Applied Nutrition Program (ANP) and the Baudha Baunepati Project (BBP) use low cost and catalytic approaches. However, even the BBP project has not been able to develop a community-based health services program to the extent desired and the Applied Nutrition Program is still soft on social process.

Still, BBP and ANP projects, supported by World Neighbors and Meals for Millions, are some of the most "sustainability focused" examples of community work visible in the NGO spectrum. In totality, FPAN is the premier Nepali NGO in terms of development criteria, though the wide range of projects it manages through 18 district branches keeps its approach varied.

Other local agencies fit this category. While heavily service-oriented, the Nepal Red Cross, established for disaster relief and health services, has worked with several international agencies in programs with strong development thrusts. For example, it works with the Lutheran World Service (LWS) in Baglung in an integrated community service project with an emphasis on water supply, health, education, women, agriculture, animal husbandry and forestry, small irrigation and infrastructure (LWS has numerous projects with national partners). The Nepal Red Cross cuts across three NGO categories; as a service agency in its disaster relief programs, in carrying out service cum development projects, and as an intermediary/facilitator agency for its chapters in 75 districts. In this respect, the Red Cross is attempting to consolidate and improve management of a wide-ranging program.

Other notable international groups of this major category of NGOs include Action Aid U.K., the Japanese Organization for International Co-operation in Family Planning (JOICFP), the United Mission to Nepal (UMN), and CARE. Both UMN and CARE are in somewhat of a special category in that they work with HMG/N rather than the SSNCC. UMN has a heavy institutional focus in providing services, but its community health projects (notably Lalitpur) and support for other community-intensive ventures bring it into the mixed services/development category. CARE's work with the Small Farmers' Development Program in irrigation is its centerpiece, but it is also involved in agroforestry, a nurse advisor/educator project and an integrated watershed management project. CARE has both the role of an operational and facilitator agency, but its specific focuses and mode of operation are more akin to an operational entity at present.

The smaller Nepali agencies of this type usually provide multiple services in health, infrastructure, income, productivity and other areas. They may build a water supply system, a clinic, a school, conduct inoculations and a cleanliness campaign, build a bridge, repair a temple or meet other community needs. While the community is involved, especially since resources are fewer than with foreign groups in most cases, there is no systematic process for building community self-reliance. But it is in this group that one often finds many "naturals"; people who by instinct and closeness to community succeed in generating participation where professional outsiders could not.

The study team considered the work of the Samaj Uthan Sangh (SUS), or Social Reform Association, for example. This group has been working in Sindhupalchok District for the last five years, based at Chautara. It seeks to promote income generation for the poor and unemployed, provide health, education, family planning and forestry and reinforce/assist activities undertaken by HMG/N. Membership in the local NGO is drawn from all over the district with 71 members currently in the agency. The agency relies entirely on voluntary help. It provides scholarships to poor students, from four to six per local school, and bears the expenses of poor patients needing medical care in Kathmandu. It has been involved in running literacy classes, though currently short of materials. Two water projects were constructed at Sangre Panchayat with partial SUS funding (Rs 6000) and partial community funding. In addition, it has done motivational work for the official family planning program. Its only regular source of funding is an annual membership fee. Training from SSNCC led to contacts with the Australian Forestry Project and a local nursery and reforestation program.

In Morang District, another Nepali NGO was reviewed, the Nari Bikas Sangh (Women's Development Association). In existence seven years, it has 15 paid staff and volunteers throughout the 66 panchayats it reaches. It is involved in an experimental project in post-literacy income generation, in legal advice for women, handicapped services, health services skill development, daycare, tree plantation and scholarships. Income generation activities include sericulture, vegetable production and marketing. It has 14 branches in the Eastern Development Region, including five districts and connections with SSNCC and foreign donors including USC Canada, SAP, PACT, LWS, WSCC, UNICEF and others.

More than 35 additional Nepali agencies of small to medium size are registered under the Community Services Coordination Committee (Appendix Three). At least five groups are national or regional in focus, including such networks as Reyukai Nepal, Lions and Rotary Clubs, and the Nepal "Charka Pracharak Gandhi Smarak Guthi". Other selected NGO members of the SSNCC's Hindu Religion Services Committee and the Youth Services Committee are active in a range of mixed community service/development programs. One prominent organization is the Dhulikhel Youth Club, which has pursued integrated activities for several years. These groups draw on

community resources and volunteerism to build taps, assist inoculation teams, plant trees, conduct literacy classes, build schools and other community buildings, help the disabled, promote family planning and similar tasks, often without being noticed. They are usually well-rooted in community, and represent an impetus for change that can be strengthened and deserves more attention by larger NGOs that would often rather initiate their own institutions.

Local Development Promotion ("Social Process") and Sustainable Development NGOs

This is work characterized by high quality participation in all phases of community and social action; low-inputs suited to the growth and encouragement of local institutions; clear methods for catalyzing the poor's involvement in assessment; planning, decision-making and management as well as "labor" components of projects; attention to cost-containment; sustainability with reference to the long-term costs and social gains of an activity; gradual evolution of results with the people as a major resource; and improved and more beneficial links to external forces.

It is difficult to identify a program of any size that fits all these criteria. However, many agencies are edging their way in this direction, testing innovations gradually and modifying their programs.

Key to this work is social process, i.e. the employment of methods to release people's creativity, help them channel their energies productively, and from there enable them to build their own destinies. World Education is one of the NGOs that has made a major effort in educational curricula and materials to enable NGOs to experiment with social process (and at the same time build literacy skills). Some groups mentioned in the last section, such as Save the Children, have used these materials in their programs. What is still lacking is a deeper weaving of non-formal education processes with the food, income, health and other pressing concerns.

SSNCC's Training Division has made the greatest strides, however, in encouraging NGOs to build social process skills through its "training of trainers" programs in community-based water and sanitation. Using a methodology called "SARAR", and adapting it from regional to local conditions, trainers have held a series of field-intensive workshops that test measures focusing on popular, creative involvement in needs and resource assessment, planning and decision-making. The tools used do not require literacy skills yet help tackle immediate problems first while building confidence and skill, as people overcome previously limiting local factors. UNDP has been providing SSNCC funds and expertise to develop training capacities in this area.

In some cases, such methods have been utilized by programs already using social process techniques for community action groups and

beneficiary committees. With World Neighbors support, the BBP project of FPAN has helped beneficiary committees use their own ideas and resources for significant achievements in livestock, agriculture and soil conservation. Unlike providing access to other available resources for various reasons, the project has not been able to make its health component as self sustaining.

The Center for Educational Research and Development (CERID), affiliated with Tribhuvan University, has with PACT support experimented in nurturing the Chepang Community Development Project, and using social process methods to help this neglected group make outstanding improvements in their lives. They have developed a problem-solving method to help illiterates address immediate life problems and engage in a wide variety of productive activities and social action for benefit in water supply, health and other concerns over time. CERID started carefully forming action groups of the poorest with minimal external inputs. It has gradually built community structures where none have existed earlier, gaining national attention because few schemes have worked so well with this target group before. While not an "NGO" in the traditional sense, it is mentioned here since their experience has many applications for other programs.

The potential of such catalytic work by NGOs has been highlighted in the study on primary groups by IDS. The research study team learned that IDS has also been experimenting with social action processes, and paying attention to existing community structures in their participatory research.

These are the major examples of social action approaches in Nepal, except for what might be the most important phenomenon, the "naturals". The IDS study uncovered a range of associations and groups who at the grassroots level on their own, developed participatory mechanisms for self-improvement. Those of greatest interest include the Mrigendra Chikitsa Guthi, started by a medical doctor who was "jolted" by his visits to the rural areas into action<sup>11</sup>.

The Guthi, in carrying out primarily health-focused activities, has evoked wide participation of people in management of the projects. People have developed their own means to raise funds by charging for medical treatment from those who can afford it, which also pays for 25% of health facilities costs. The Gaon Sewa Kosh is another grassroot organization that has evolved participative and self-management measures. Land endowed, the interest on the property and personal cash contributions helps run economic and social projects. The institution gives people a strong sense of ownership through a range of self-planned activities<sup>12</sup>.

The study also reviewed the Dudhi Chour Youth Organization. Begun by a young man and sustained by its own funds, its members began sanitation, water supply, irrigation and school maintenance projects on their own initiative. These are a few examples of "naturals" who

have taken action on their own priorities with few outside influences or supports. Such primary groups have tremendous potential, if larger groups could find the means to provide encouragement and strengthen the spirit with which they are imbued. The IDS study agrees with this finding, as well.

Intermediaries, the Voluntary Resource Organizations (VROs)

At "apex" level, the SSNCC and its committees, discussed earlier, form the coordinative and representative body that links the official and NGO sectors. While its primary role has been regulatory and coordinative, SSNCC has also served as a conduit for the NGOs to voice their interests and acquire help and resources.

The study divides these VROs into three categories: 1) the apex/membership type that provide a forum and a means of coordination among NGOs and with those outside the sector; 2) service organizations that provide training, technical assistance, counsel and other resources to strengthen the internal capabilities of NGOs; and 3) "Strategic Support", VROs that network, link consultative processes, tie training in with project action, build coalitions, support learning and linkage programs, etc., to facilitate new strategies which extract greater development gains as they collectively strengthen active NGOs.

While SSNCC and its committees constitute the first of these three types of intermediaries, and to some degree the second, there is a strong need to build its talents for NGO strengthening and strategy support. PACT, a North American intermediary somewhat akin to SSNCC itself, has been trying with UNDP to build SSNCC's Training Cell's role as a vehicle for NGO training in social process methods, project formulation, management and evaluation and in applications of local resource technology. Other goals are to strengthen SSNCC's capacity to design and disseminate materials drawing from and sharing the experience of the NGOs. These projects, having just begun in May 1986, will need time to bear fruit, but advances made in rural areas by the SSNCC's technical division has since increased to a great degree. In addition, an organization called the Ambassador Foundation is helping SSNCC to set up a computer center to assist in its management of NGO information and accounts.

Other resource organizations include the Rural Technology Development and Extension Service (RUTDES), focusing on training in simple, inexpensive and cost-effective technologies for village level use. These include use of leucaena (ipl-ipl) trees, livestock, kitchen gardens, nursery management, simple irrigation and drainage systems, soil conservation, small drinking water schemes, latrines, chulas, beekeeping, materials production and other similar areas of current interest to NGOs. Just initiated, RUTDES is an outgrowth of World Neighbor's consultant Huta Ram Baidya's years of practice. World Neighbors itself is considering establishing itself as a resource group in agroforestry extension.

Likewise, the Association of Craft Producers assists NGOs in craft design and marketing on a small scale, and with a few groups at a time. CERID and other groups are considering support roles.

A number of intermediary international NGOs, also work with and through SSNCC. World Neighbors funds a range of local institutions and provides on-site technical assistance. PACT funds and delivers technical aid to the SSNCC for institutional development, and funds specific North American member agencies with separate project agreements with SSNCC, including Meals for Millions and World Education. IPPF has a regional field office in Nepal which primarily assists the FPAN. OXFAM, ICCO, the South Asia Partnership and USC have similar intermediary roles, primarily in providing funds. A few, like SAP have had recent success in supporting strategy development as well.

The third type of resource organization, those concerned with strategic development, is actually an advanced version of the second, service-oriented VRO. Its broad mission is to enhance NGOs' working effectiveness, results sustainability, geographic reach and official support in light of the various forces and development factors around them (this is a potential role PACT would like to help SSNCC play in Nepal). For example, in 1982, UN Water and Sanitation Decade consultation was held that was "quadrilateral", involving consultation of national NGOs with HMG/N, UN and bilateral agencies and international NGOs to consider strategies for better alignment of NGO and other action in Water Decade Programs. Similar exercises were held in other South Asian countries. As a result, a "Decade Cell" was created within SSNCC's division. It began by working with the "training cell" on methods to solve the problem of non-participation in water-related programs. UNICEF-supported HMG/N programs have often drawn from that training, and Water Aid U.K. recently deputed expertise and resources to help NGOs develop water/sanitation projects that would be qualitatively better than the usual, i.e. with greater community ownership from the planning and through use and maintenance, and so with greater health impact and "jumping off" potential. Intensifying such work will--based on preliminary results since 1983--not only strengthen the NGO sector but facilitate durable solutions to national problems across sectors.

## 2. District Level NGO Activity: Sample Findings

### a. Sindhupalchok - A District Sample

In this district, the study team found a high level of external NGO activity. While agencies often expressed a desire for more coordination--sharing of experience and joint planning and action--to date such desires have rarely materialized. Field sites of most major agencies were visited. Visits were also made to key agencies' central offices in Kathmandu. Health is a major concern of those working in the district, but this has broadened to include

productivity activities, education, and conservation. The agencies working in the district at a glance include:

International NGOs

Meals for Millions  
World Neighbors  
Oxfam  
Save the Children-UK  
Action Aid, UK

National NGOs

Nepal Family Planning Association  
Nepal Red Cross  
Nepal Childrens' Organization

Local-Level NNGOs

Chautara gram Bikas Pastakalaya  
Chautara Ban Devi Pastakalay  
Surya Club  
Jugal Sanscriti Pariwar  
Samaj Uthan Sangh

In addition, SATA, the Integrated Hill Development Project (IHDP), Australian Forestry Project, Expanded Immunization Program, JNSP, and the FPMCH programs are other important actors associated with HMG/N in the district.

One of the country's lead NGOs, FPAN, has chosen Sindhupalchok as a site for intensive work in integrated community development and family planning across 44 panchayats, with the help of World Neighbors, Meals for Millions and Oxfam. There is a different emphasis in two areas; an applied nutrition program in the MFM site and a community development/family planning project in the World Neighbors supported site. The Bauda Baunepati Project (BBP) is the oldest, over a dozen years old. The MFM/ANP is a program adapted here in eight panchayats by Meals for Millions from its experience in Thailand. Oxfam had been supporting several health posts, but recently Meals for Millions assumed these costs when Oxfam withdrew.

Potentially, the two programs sponsored by the two American PVOs have a lot to share. The World Neighbors-supported team has been in the area for years using cost effective methods, adapting and developing local resource technologies and finding ways to build active beneficiary participation, learning about how to deal with local cultural constraints, etc. Meals for Millions on the other hand, had come from Thailand when it successfully integrated government services for enhanced community benefit and gained

experience in "tools and systems" for applied nutrition programs and activities such as revolving loans-in-kind. Initially, separate staff teams were developed and methodological differences created conflicts rather than mutually enriching programs. In the conflict, the chance to learn from each other's experiences was often lost, and lessons on the utility of beneficiary action committees vs. "ward level" organizations, adaptations of low-cost technologies organizational systems to assist action groups, cost containment innovations and others were clouded in acrimony. Approaches of the two external agencies divided the staff of national organization partners, whereas the benefits to both national agencies and local citizens had the external NGOs reached an accommodation should have been self-evident. Competition among such externals is not uncommon in this or other South Asian countries and needs to be reduced.

Eventually, many of the key issues were resolved, and now FPAN has taken the initiative to consolidate the staff of the two programs under one leadership. Notably, each agency has adapted some measures used by the other in new panchayats, and sharing of technology and strategies has taken place. At this stage, only careful evaluation could help to explore more deeply held differences of approach. BBP has already done significant work in agroforestry, livestock, especially goats, paying attention to process-oriented, self-sustaining projects and diffusion of results to other agencies. Meals for Millions-supported staff have formed loan committees and begun loan programs, helped villagers plant gardens, undertake sanitation activities, organized systematic growth monitoring and conducted regular and repeated health instruction.

If coordination problems existed within one of the large programs, they cropped up elsewhere as other U.K. agencies began working in the same panchayats, notably Action Aid. Initially assisting only in school programs, Action Aid began similar activities as part of FPAN project and planned distribution of fruit saplings at a subsidized rate. Unfortunately, the BBP project was already growing fruit saplings in the same area, and had been selling them at cost, in keeping with its "self-sustaining" approach. Action Aid overlapped in nine panchayats. Again, differences in approaches created tension; Action Aid was said to pay more for local construction, whereas the BBP project required greater villager input. One can see in this and other instances why the SSNCC might have been created.

The SCF-UK program collaborates with HMG/N throughout the Sindhupalchok district, with the goal of assisting its official program and with an emphasis on a pediatric clinic. SCF-UK works closely with the district hospital and offers preventive services through the health posts. FP/MCH staff are trained by SCF-UK and they try to avoid duplication of effort. SCF also supplies some training to the SATA Integrated Hill Development Project, while providing sponsorship funds to the National Children's Organization. SCF noted that it has little coordination with the FPAN/World

Neighbor-supported and Meals for Millions-supported projects here. SCF has not yet expanded throughout the district but is planning to in the future. They also hope to set up a training cell for health personnel in Sindhupalchok.

SCF felt there is almost no coordination in this district at present, but that it would be highly desirable. They felt various agencies often had the same area and that local people were confused with their working styles and methodologies. They mentioned that a FPAN team conducted an immunization program at a village that was followed the next day by the arrival of an EPI team. SCF felt there were several opportunities for joint ventures if communication was enhanced, and mechanisms created for this purpose. Its staff noted the potential role of SSNCC in promoting better links here. In its own right, SCF promotes peoples' participation to the degree possible and is most proud of its use of local resources and training of traditional healers.

Finally, it was noted that the Joint Nutrition Support Program (JNSP) of HMG/N just opened its office in the district.

Two larger Nepali NGOs also work in the district: The National Childrens' Organization (NCO) and the Nepal Red Cross, which both have chapters. The Red Cross has held several eye camps and the NCO operates a kindergarten in Chautara for 30 children. They also have a Bal Mandir management committee in the district, and are involved with SCF's sponsorship program. Most smaller local groups have special interests such as running a library or social activities.

In Sindhupalchok, there were fewer local agencies of moderate size than at other sites. Notably the Samaj Uthan Sangh, a community service organization, was the only group with a community service role. Almost no information was available on unregistered groups in the district, other than that they exist, though not as plentifully as elsewhere in Nepal.

#### Implications:

While there is a clear need to improve coordination, the opportunities exist to go beyond mere delineation of "territory" between agencies. Nor can it be said with certainty that, even now, sufficient NGO coverage exists, although overlaps have caused problems. One agency suggested that all the NGOs working in Sindhupalchok should meet and share their annual plans, and that this be facilitated by SSNCC. This makes eminent sense, given recent agency history here.

With such joint planning exercises, resource-sharing and linkage with government programs would be strengthened, especially since the Joint Nutrition Support Program and other HMG/N projects are expanding.

There are many opportunities for agencies to benefit from each other's experience in attacking Sindhupalchok's problems (instead of one another). Such a "learning and linkage" process would make the whole much greater than the sum of its parts, and pave the way for closer cooperation. This is especially true when one not only notes complementary strengths but realizes that none of the external NGOs have yet mastered social process. Consultations among agencies--and with local beneficiary groups--could start on specific development issues, such as locally appropriate agricultural techniques, or health training of community volunteers. It is most likely that agencies could learn from each other through collaboration and consultation, and with communities, make adjustments for enhanced benefits in all projects.

b. Morang District Sample

The Morang field study revealed a more indigenous NGO presence, and found a number of programs involving and focusing on women's development and health. While coordination issues were not as apparent here, the potential for cooperation in areas of common interest and as a center of experience in women's and health programs, pointed to much-expanded and better-aligned project impact in the district and the region. The NGOs visited were:

International NGOs

The British Nepal Medical Trust

National NGOs

Nari Bikas Sangh  
Nepal Anti-TB Association  
Lalitya Yuba Club  
All Nepal Yoga and Naturapathy Centre  
Mothers' Club  
Ayurveda Development Systems  
Nepal Red Cross

Women's Programs:

One of the most important NGOs of this group is Nari Bikas Sangh, the Women's Development Association. Their work goes beyond the district, with reported regional coverage extending services to 66 panchayats through 14 branches. The group's focus is women's literacy, legal advice, income generation programs, handicapped services, health services/skill development and rights advocacy in 13 separate programs. One key program is the testing and development of means to bridge literacy and income generation, using the former as a basis for helping groups employ post-literacy tools

in productive activities: This is a national pilot project with the SSNCC's Women's Service Committee and World Education/PACT support.

Another women's NGO, the Mothers' Club has a branch at Ularbari. Their goals include women's skills creation and increased self-sufficiency through employment. They also seek to improve family welfare through nutrition and early childhood education, health-related activities, family planning, etc. In a key project in Dhiwal they carry out an integrated literacy, health and employment/skill development program with the poor.

Literacy programs have proven a popular way to organize women in the district, the British Nepal Medical Trust has also organized classes and completed one round, linked to their Community Health Leadership Program. Focusing primarily on Health, the BNMT has a self-financing drug scheme to increase access to medicines through health posts, a TB program, and an animal drug scheme. At community-level, they have experimented with ward health committees with mixed success. The agency's approach to strengthening existing institutions, for example by use of health post visitors, is seen as a long-term effort to build a sustainable means of TB control.

Yet another local group involved in literacy is the Lalitya Yuba Club. They are purely a voluntary group without employees, which provides services to four panchayats. Their approach is multidisciplinary, with distribution of family planning devices, running of a post-literacy library, reforestation, scholarships, employment and income-generation projects as part of their agenda. They have demonstrated an intrinsic understanding of their role with people, judging by the enthusiasm generated. They are obtaining funds from local donors, local government, and through voluntary services, and have capacity to undertake more activities if resources were available.

#### Health Programs:

The Red Cross is active in the district, with a budget of approximately Rs 800,000. They have land, an office, blood bank, ambulance, equipment and Rs 170,000 in a fixed account. They hold a full-district purview for disaster relief, blood bank services, organization of the "junior" Red Cross and for social welfare. Health services, medicine distribution, blood testing, eye camps, distribution of milk powder/clothes, tree plantation, community development projects in selected areas, water supply and income generation/cottage industry are among their specific initiatives. The Red Cross is well-linked with other NGOs and HMG/N. It has reportedly elicited positive community response from its water supply, cottage industry, and blood donation programs.

As TB is an important district health concern, the Nepal Anti-TB Association has a branch operation covering the district in preventative and curative measures, working closely with the

government program. It is the oldest NGO of the district, with its own hospital, and is active in using media, training seminars and workshops and operation of clinics and mobile camps. It cooperates closely with BNMT and other NGOs and has so far cured upwards of 1500 patients. It has some involvement now in community-based health programs and income generation.

Other Nepali health NGOs, including the Ayurveda Development System and the All Nepal Yoga and Naturapathy Centre, provide services in their disciplines. The Ayurveda group treated 10,000 patients last year, and the All Nepal Yoga/Naturapathy want to extend their services throughout Nepal, starting with training camps in their own area. They also expressed an interest in forming an NGO coordinating committee in the district.

A local coordination mechanism could be very useful, considering the common interests of the agencies and the extent of voluntarism in the district: 15 active groups are registered and another 65 organizations have applied for registration with the CDO in Morang. Perhaps, the strength of the local voluntary community is due to the relatively heavy industrialization of the district, and thus, the density of its population. Whatever the cause, greater sharing of concerns in primary health care and women's development would enhance community benefits, and strengthen local agencies through training and on-site application of learnings. A regular process of assistance from SSNCC, which could conduct an NGO self-assessment of directions, needs and options, arrange regular technical assistance and consultations on key issues and often fund resulting programs, seems ripe here.

### 3. Sectoral NGO Analysis

In its study of NGO activity, the team accrued preliminary data on NGO activity in different sectors. The team felt that further data collection should be part of an NGO consultation and program development process in key areas, rather than a large one-shot data-gathering exercise. Many agencies are community-centered, and so their work cuts across sectors. Others limit their work to one sector. In either case, innovations in particular sectors are included to the extent they have surfaced in the study.

#### **Health and Primary Health Care:**

A major contingent of the voluntary sector is active in the health service field, especially targeting the underserved. Agencies include the United Mission to Nepal, Save the Children-UK, Lutheran World Service, Nepal School Project Canada, Nepal Family Planning Association, the Nepal Anti-Tuberculosis Association, Nepal Disabled and Blind Association, the Nepal Red Cross Society, Netra Joti Sangh, Save the Children-USA, Redd Barna and Paropakar. Their activities include construction of hospitals and clinics along with

services, support to existing hospitals and health posts, health education, camps and similar services. For instance UMN, SCF-UK, Paropakar Sangh and Nepal Netra Jyoti Sangh have constructed hospitals and provided curative services. Similarly, agencies like the Nepal Family Planning Association, Nepal Red Cross Society, Redd Barna, SCF-US, operate small scale clinics in different parts of the country. Most agencies have a health education component in their health program. In terms of preventive programs, community health efforts by the Red Cross Society, UMN, Nepal Family Planning Association, and Redd Barna exemplify work mobilizing peoples' participation for longer term and sustainable outcomes.

#### Innovations:

UMN has introduced a health insurance scheme; each household contributing small amounts of cash for services on an annual basis. Similarly, the Nepal Red Cross and SCF-US clinics have installed a revolving fund for medicine and charge a nominal fee for clinic services. SCF-UK has trained traditional leaders to help extend ORT and nutritional concepts. BNMT is trying to link literacy classes to its community health leader program, strengthen health post outreach through health post visitors, ensure systems for sufficient drug supply at the posts, and run TB programs. It has collaborated with local NGOs and HMG/N in all these efforts.

UNICEF works with small groups as well as with government in helping to organize immunization programs. Some smaller NGOs are also promoting traditional and low-cost health systems. World Neighbors has organized training with regional support on medicinal plants.

SSNCC has itself worked with UNDP, the Asian Institute of Health and PACT to develop participatory training. Using SARAR methods, it has evolved a range of interactive techniques related to the health aspects of water and sanitation. Interestingly, World Neighbors has found that one of the best ways to extend gardening, and thus nutrition improvement, is by ensuring water supplies.

The list could continue, but for the purposes of this report the important finding is that innovation exists on a small-scale, but that creative methods to share and extend them are rare.

#### Family Planning:

An uncontrolled population growth has been a serious national concern for the last three decades. The many small to large agencies with community programs have adopted some family planning components. Many small and local NGOs actively try to motivate couples to use permanent measures for birth control. Agencies like FPAN have nationwide family planning service programs. The Mothers' Club and its branches, Women Development Associations (Ilam) and the Women Development Center, Biratnagar are also actively educating people on family life planning.

**Innovations:**

The Family Welfare Project of Sindhupalchok District sponsored jointly by World Neighbors and FPAN has put family planning squarely in the context of an integrated approach to deal with the plethora of factors influencing practices. Redd Barna, UMN and SCF-UK have been developing similar learner-centered educational approaches. Some local agencies have experimented with natural family planning methods. John Snow International has conducted several comprehensive studies on family planning in Nepal to inform official and NGO policy. UMN, SCF-US, Redd Barna and the Red Cross have been testing a variety of supportive services along with family planning, e.g. an integrated parasite control and family planning project to reduce mortality.

**Nutrition Programs:**

Usually a component in integrated programs, nutritional programs--including food distribution--have linked NGOs and the World Food Program. Soyablend powder and powdered milk have been distributed in more than 30 districts in this manner, benefiting 190,000 people in 1986/87, with over 350,000 expected to benefit in the next fiscal year. NGOs have also launched training in use of local, nutritious foods, notably UMN and SCF-UK. Meals for Millions is adapting an Applied Nutrition Program from Thailand to the Nepal context, paying special attention to networking and revolving loan systems for food production activities. Another feature is the systematic use of growth monitoring in the area, and involvement of local people in the task.

**Innovations:**

The Meals for Millions (ANP) project mentioned above and the Mrigendra Chikitsa Guthi have introduced a number of incomegenerating projects for low-income households to improve nutritional status. Many small NGOs, especially women's groups, have demonstrated methods to prepare nutritious foods for pregnant and lactating mothers and children. Larger NGOs have devoted more focus to productive activities for nutrition as well. The use of leucaena in the BBP project for animal fodder, together with improved animal varieties and better beneficiary organizational techniques, have produced nutritional gains.

**Hygiene and Sanitation:**

Larger agencies like the Red Cross, FPAN, and Reyukai have been implementing hygiene and sanitation programs with special emphasis on the construction of pit latrines for each household. Many small, local NGOs conduct home/environment/water cleanliness campaigns during certain occasions of the year.

**Innovations:**

SSNCC's training efforts in three pilot districts have successfully tested methods of community participation and health education that moved communities to action. The Parasite Control project has developed low-cost methods, and with Lutheran World Service has created cost-sharing schemes for latrine construction.

**Human Resource Development:**

In recent years, most NGOs under the SSNCC were asked to run non-formal education classes with a literacy focus in their programs. The materials produced by the Ministry of Education and Culture, with the financial and technical support of World Education, were uniformly utilized by responding NGOs. Agencies like UMN and SPACE had produced their own materials, with slightly different underlying methods and principles. SSNCC tested non-literacy-based educational approaches in its field based training programs, with some promising results.

**Innovations:**

Some of the NGOs employing these non-formal education methods have begun cost recovery schemes through charging small amounts. This helps to ensure minimum dropouts. Others emphasize follow-up support in small enterprises and productive activities. SCF, Space and UMN, World Education, SSNCC's Women's Committee and New Era have all been engaged in pilot projects to adapt literacy to women's needs and link such programs to income generation and low-cost daycare. CERID and SSNCC have tried to employ non-literacy based approaches, i.e. methods to evoke critical thinking for solution of problems through practical action with locally-relevant materials to match. CERID's work with the Chepang in Dhading is viewed as a national example of effective catalytic work with a neglected community.

**Women and Youth Activities:**

Youth in Nepal have the latent energy not only to organize themselves but to perpetuate their legacy through registration with SSNCC. Over 65 variants of youth clubs and social organizations are now registered with the SSNCC's Youth Activities Coordination Committee. Hundreds more are registered at district level with hundreds unregistered. Some of the more progressive groups are the Himalayan Pariwar, Rhino Club and the Dhulikhel Youth Club.

The 35 Mothers' Clubs, the Women's Development Association and its 14 branches, the Women's Welfare Center, the Women's Development Center in Nepalganj, the Women's Ideal Services Center and the Village Women's Development Club are the main groups under the

Women's Service Coordination Committee (WSCC). They have a wide-ranging set of programs concentrating on employment and income generation, education, professional and legal status of women and family welfare.

**Innovation:**

Youth groups' involvement in small enterprises including rickshaw projects, anti-drug abuse campaigns, and support activities to larger programs (e.g. EPI) are examples of youth moving beyond common social activities.

Examples of innovation among women are the new attempts to connect women's income and literacy projects mentioned earlier, development of national policy guidelines for women by the WSCC, advocacy of women's concerns at the national level by the same and testing of low-cost day care by World Education.

**Resource Conservation/Reforestation and Agroforestry:**

Rapid forest depletion is of vital concern and a local hardship for those who have to collect fodder and firewood. In the last decade, reforestation and agroforestry have gained greater emphasis. The annual convention of youth clubs and organizations decided to plant at least 100,000 trees every year, and have been successful in mobilizing youth for this. CARE, LWS, SCF-US, Nepal Family Planning Association, World Neighbors, Redd Barna and Action-Aid have been establishing their own nurseries. The Red Cross has been incorporating tree plantation into disaster prevention.

**Innovations:**

NGOs have used campaign techniques to encourage plantation on private grounds. Extension of smokeless chulas or stoves has been widely promoted by NGOs as a fuel conservation measure, and VROs like RUTDES have innovated the technology and training programs. The FPAN/BBP project has been researching various types of leucaena that are used for soil retention, fodder and fertilization as well as for other domestic purposes.

**Local Resource Technologies Extension:**

Some agencies have paid particular attention to the development and extension of local-resource technology to save time, energy and resources. Smokeless stoves, plata pumps for irrigation, bio-gas plants, low-cost water systems, and multipurpose watermills are among the innovations. UMN, World Neighbors and RUTDES, Nepal Red Cross Society, SCF-US and Action Aid have particular interests in this field.

### **Agriculture/Livestock:**

With 93% of people in agricultural occupations, NGOs have been involved heavily in horticulture, introduction of seed varieties, chemical and organic fertilizers, bio-intensive methods, irrigation, storage and training in major crops and farming methods. Sericulture, fish-farming and livestock development have filled out this "cultivation" work.

#### **Innovations:**

Save the Children-USA has managed to establish community seed banks in some villages of Gorkha district. FPAN/BBP are involved in gradually improving local goat breeds through goat-raising committees. They have also been providing fruit saplings at cost. Lutheran World Service has gained local farmers' confidence through its participative extension methods.

### **Physical Infrastructure:**

This is of common interest to NGOs both large and small. Uncounted numbers of Nepali NGOs have established water systems, built schools or community facilities and contributed to trails, bridges and public buildings. The care and maintenance of religious buildings and temples have always been a part of local NGO life, especially through the Hindu Religion NGOs. CARE has been constructing trails and suspension bridges in remote areas. CARE and World Neighbors have promoted irrigation projects. Sponsorship-based NGOs like Plan International and Action Aid have promoted school construction.

#### **Innovations:**

With an estimated 80% of community water systems becoming inoperable due to poor maintenance, NGOs have been testing methods for forming management committees and training to ensure greater local ownership of the projects. The Samaj Sudhar Club recently completed a water scheme with high local participation. SSNCC has developed training on participatory project formulation for NGO staff to improve community-based approaches. FPAN/BBP water projects use local resources and are managed by a committee that collects local funds for repairs and maintenance.

### **Small-Scale Enterprises:**

SSNCC has encouraged NGOs to begin enterprises, including those with recurring social costs, to ensure long-term self-financing as well as to ameliorate economic conditions among the poor. Agrobased enterprises, handicrafts, livestock, rickshaw projects, candlemaking, food and condiment processing, wool spinning and weaving are among the NGO-promoted activities. The Association of

Craft Producers has been pivotal in the production of locally marketable goods and crafts, with a focus on the employment of women.

Innovations:

ACP's activities in wool spinning, and their designs for products using Nepali motifs, including block-printed material, pottery and other items show acumen in developing saleable items while paying close attention to costing, materials and marketing principles. Schemes for livestock production in the BBP project of FPAN/World Neighbors have loaned animals to multiple families to improve breeds. In the Terai, the Rhino Club has developed a rickshaw project which benefits the poor, administering rickshaw loans through peer management techniques.

B. THE NEEDS OF NGOS AS DEVELOPMENT PARTNERS IN NEPAL

The team found that if NGOs in Nepal are to expand their roles as partners for accelerated development with the larger forces in development, notably HMG/N, multi- and bi-lateral donors, other private donors and international NGOs, progress is urgently required in:

- Strengthening programs and processes of development with local people;
- Increasing contact and collaboration among NGOs, and especially between national and external organizations;
- Improving the linkages of the NGOs beyond the voluntary sector locally, nationally and internationally;
- Creating and facilitating the mechanisms and the supportive processes to do the above, by building the strategic and supportive capacities of SSNCC and other "VROs", intermediary NGOs and other institutions.

These findings build and expand on discoveries of a previous PACT study of voluntary resource organizations in 1984, which included Nepal<sup>13</sup>. The study looks at these needs specifically in the Nepali context, as expressed by the organizations themselves.

1. NGO Program (Social Process Skills), Technical and Management Skill Needs

The spectrum of agency activity shows a large number of agencies in the mixed social services/development category. Many of these agencies are struggling with identity questions. They are often

concerned with helping the disabled, or blind, or others who need services, but generally seek to spark change more broadly, with rural villages or semi-urban/urban communities. In this case, the evolving role of the agency is key. To some, development has simply meant aligning people and services. To others, it has meant demanding community labor in exchange for materials, food or money.

Many small groups that are part of the community naturally act on locally determined priorities and take action but sometimes without a clear blueprint of where to go and how to manage along the way.

In some cases, external agency workers see themselves as doer, not as catalysts who are responsible for evoking peoples' thinking, planning and organizational skills to act on their own behalf. Some of these NGOs may conduct activities without a great deal of reflection, acting more out of heart than mind.

Many levels of operational NGOs need help in thinking through their roles. Smaller and local agencies need to understand development as a process whereby they help local people assess priorities, plan for practical action and then manage that action efficiently.

Social process and programming skills can be taught in many ways; but they seem best-learned through field-based experiences where training is interwoven with actual project work and experimentation, and where results are tangible.

The study team, having consulted with NGOs and collectively analyzed their full range of training programs, has determined that "social process" training, the "how" of development, is the priority need now. Part of this means enabling wider access to innovative educational approaches, such as formats for action-group discussion, facilitation techniques, and interactive materials to aid decisionmaking, planning, action, and monitoring. Social process training is the base upon which agencies can build self-reliant programs and begin to sustain and extend their benefits with the appropriate extra-community linkages. This is a much more delicate and intricate pursuit than many agencies realize, even larger NGOs. More important than the physical inputs, money, and organizational formats brought by them, the building of capacities to do development is key among agencies as well as community residents.

A second priority area for training is in the use of local resources as part of the "catalytic" process. Simple technologies that build confidence and skills of people are a step to handling more complex technical and social problems. Some projects have already developed such technologies for learning and immediate benefit to local constraints. Local resource technology includes agroforestry techniques, livestock improvements, simple sanitation devices and tools, bio-intensive practices, sericulture technology, soil enrichment techniques such as use of green manures, oral rehydration using local materials, etc. Often, the poor need to begin building management skills by using the resources around them, and gradually

experimenting with more socially if not technologically complex external technologies.

As organizations clarify the social processes to be used and the technology applications and resources to support local action, NGO skills in project formulation, management and evaluation are vital to their own operating (and consultative) effectiveness. Such programmer skills training should enable agencies not only to write proposals, but to develop skills for problem identification, resource analysis, planning, management, monitoring and refining strategy and evaluation. They can also be helped to develop more enduring programs which use resources from outside yet are not driven by them. Self-financing aspects, cost-containment and tools, planning aids, budgeting controls and other management tools are important resources as organizations try to orchestrate the judicious use of local and external funds. One important trend spotted in Nepal bears mentioning here: there is a great enthusiasm for management training, but much of it is not adapted to on-the-ground realities. Donors may push for training in management before program skills are strong, often because they want to efficiently channel funds and ensure accountability. Management and accounting skills are needed, but in the context of strengthening programs from the full perspective of program and organizations needs.

For these training areas of "social process", technical and management, relevant, interactive learning tools must be further developed and tested, and then blended into field-based learning strategies which can yield results as they progress.

## 2. Strengthening Contacts and Collaboration Among Agencies

As the district profiles of NGOs in Morang and Sindhupalchok pointed out, steps to increase program impact will also require better contact and collaboration between agencies.

NGOs working in isolation from each other may make limited gains, but their regional and national strategic potential lies in networking, extending their innovations to one another and in drawing lessons from their experience to be shared among themselves and with official programs. De-isolation of NGOs is a key goal of the SSNCC.

The need is not for a strong arm approach to collaboration that will cause agencies to recoil or compound problems. The process should start with exchanges and meetings around key programmatic issues and innovations in priority areas.

Next, through project visits, interested agencies can learn from each other in greater depth and link-up where experimentation to solve common problems seems fruitful. VROs and third party NGOs facilitate such exchange and track ongoing results.

The next level of sharing is the programming and financing of joint and complementary measures to solve common problems and add value to work in a geographical or sectoral area. In the right climate, agencies can then share annual plans, look together at geographic and program strategies and be in a better position to plan new coordinated and joint actions together.

### 3. The Need for Relations Outside the NGO Sector and Strategic Programming with Larger Development Forces

Creating functional links to donors, HMG/N, and larger INGO programs may be more difficult but is crucial to sustainable change and creative breakthroughs across sectors, and more importantly, with greater numbers of the poor.

A good example is in drinking water supply. A popular community demand, HMG/N has set up technical teams to install systems, but has not evolved participatory mechanisms to ensure full acceptance maintenance. Estimates put out-of-order systems at 70%. NGOs have clear potential to change this situation. They can be the "social engineers" that provide learning and planning opportunities to help the community make the project its own, organize user committees and create the social will and procedures for maintenance.

There are many opportunities for collaborating and upgrading complementary roles that the official and voluntary sector play without losing the rationale for the existence of voluntary, self-motivated agencies independent of the official sector. Exploring this begins with a look at what NGOs need from outside to enhance their work. One such need is improved access to relevant and usable information services, with information available in efficient formats. Funding and resource-matching is also a need of the NGOs, especially when wedded to consultative and membership mechanisms. NGOs often want more than to be deployed for money; they have their own established purposes and directions for which they often seek not just funding but other means (in-kind resources, Cooperative Agreements with others) to achieve progress.

Government linkages at all levels is another growing requirement. If HMG/N goals for decentralization and improving basic standards are to be met, NGOs will need to play a role in both helping people to make use of official resources by developing their planning and "user" skills, and ensure official actors are responsive to real needs. In some cases, NGOs will need access to higher authorities to reinforce changes they hope to bring about, or to solve a problem with a local authority. At other levels, interfacing with government is crucial to tying into available development resources and to linking them with peoples' endeavors. This kind of NGO role, where they help solve development problems involving the HMG, local structures and practices, private contractors and market forces, in a strategic way for social benefit while at the same time helping people actualize their plans, is the ideal role of the NGO community.

The NGOs should not lose their important social advocacy roles in pursuit of external contacts and funding. If so, they lose the purpose of their existence to work with--and on behalf of--the weaker segment of society, those marginalized and those who need the voice and channel to contribute to national change.

#### 4. Financial and Material Needs

To strengthen NGO programs as they become more professional users of social processes, management tools, technologies and strategic programming, funds and resources will be essential. The caveat is that funding must be part of a process--not an isolated "input"--of continuous strengthening and programming.

The interviews and places where NGOs need funds will, of course, vary if such a "process" is used to develop higher gain programs. At the end of a learning program in a district, several clusters of NGOs may need to experiment with agroforestry measures or launch a pilot scheme with links to government. In some cases, an NGO participating in a strengthening program needs to strike out on its own to modify or improve an existing program.

Some agencies may be in position to play a facilitator role, whereby they are resources to other agencies, and so need funds to serve this new role and to innovate. The literacy programs of World Education are an example. They could include an "NGO strengthening program" component, which would be associated with other NGO learning projects. SSNCC and its partners like PACT, already playing internal/external facilitator roles, are a stronger case in point. But, as mentioned earlier, indigenous voluntary resource organizations besides the Council are virtually nonexistent in Nepal.

#### 5. The Need for Skilled Intermediary/Facilitator Activities and Organizations

It thus follows that intermediary and facilitating mechanisms are needed for fostering among NGOs better overall skills, learning and linkage programs, contacts and collaboration, access to program tools, methods and materials, training and other technical assistance and funding of strategic and well-formulated ventures, small, medium and large. SSNCC, with its mandate to strengthen NGOs, can develop projects and establish mechanisms to meet these needs in coordination with more experienced members. Some external NGOs can (and should) enhance their existing intermediary roles, and extend more creative and intensive forms of support to their national colleagues. Some special mechanisms could be jointly supported to provide NGOs specific technical knowledge and information. It may be unlikely that any one mechanism could ever meet all NGO needs, but a wide-ranging and well-coordinated effort could, with SSNCC as "team leader" for the strategy at national level.

C. POTENTIALS FOR ENHANCING AND EXPANDING VOLUNTARY ACTION TO  
SERVE NATIONAL DEVELOPMENT CONCERNS

1. Strengthening Programs

**Capacitation of National NGOs and Small NGOs**

Perhaps the greatest breakthrough potential lies in the voluntarism and motivation of the most local of institutions and groups. Methods to capacitate these groups and move them into development and social process roles should be central to any plan for voluntary vitalization.

**Beyond Expansion of Resources for NGOs**

While there is a need to expand the operational activities of selected INGOs and NNGOs, a rational expansion of the sector should pay close attention to expressed concerns of HMG and SSNCC for strategic coordination with national policy, or possible revision of it--or exception to--it.

US INGOs (or PVOs, as often called), while needing help to advance their own priorities, could strengthen themselves through more frank study of their field experience for wider application; through greater collaboration and less divisiveness among themselves; and especially with less isolated and more creative, supportive relationships with local NGOs and Government.

**Building Resource Groups**

Some international NGOs can add-on functions, or shift towards a role as "resource groups" for national NGOs and community organizations in their own chosen districts and nationally, moving from localized operational roles to being facilitators of sustainable changes. They may also find roles in providing or arranging for technical assistance and resources, and serve as a conduit of useful information. Agencies that have already assumed more of a facilitator role and done it sensitively have not seen their field results suffer, but rather have substantially increased impact in programs other than their own.

A major potential exists in further strengthening the SSNCC as a support institution for NGOs, specifically through projects it develops with national NGOs and by further building its capabilities to provide training, technical assistance, consultative processes, information exchange, small-scale funding and effective monitoring at district and national levels. To ensure full participation, SSNCC should provide these services in partnership with its members

and associates through specific programs for "voluntary resource services", funding, and strategic "development services" to NGOs.

### **Programming and Learning Measures for Sectoral and Integrated Program Expansion**

With regard to USAID's specific sectoral interests, the NGOs show promise in all major areas that would raise the living standards of the people to the "Asian Standard", as is HMG/N policy. Programming efforts including the rural development, health, agroforestry and agricultural interests of HMG/N/USAID can involve a range of preparatory, consultative, learning and planning measures to ensure more than simple "expansion" of individual projects.

In a given geographical location, with the range of U.S., other international and local NGOs involved, a strategy can be set in motion to facilitate learning and application of lessons among NGOs facing specific problems, program more strategically-aligned sustainable efforts through consultation, and so reinforce joint NGO/USAID interests. Such efforts hold the promise of dramatic improvement in areas of interest to USAID. Depending on the locale, nature of the groups involved and other development forces (e.g. large HMG/N projects), such field-level facilitation can focus on specific themes as agroforestry techniques, effective methods of community-based water/sanitation, women's development concerns and innovations in primary health care.

### **A District-Level Approach**

At districts, or Ilakas, depending on the nature and extent of organizations involved, a mobile development services program can build relationships with development actors over time through a series of interactions, program forums and training activities, learning and linkage programs and joint programming/coordination exercises. This could be followed by funding well-planned activities through a flexible small-grant process, so that the NGO strengthening effect could simultaneously build strong, district-level grassroots initiatives.

### **2. Sharing Lessons for Wider Applications**

The NGO experience to date is a resource for self-teaching. Agriculture experts have studied the irrigation and soil conservation systems of World Neighbors/FPAN, for instance, to apply them in their own programs. World Neighbors has developed training kits and filmstrips drawn from its own lessons in a variety of technical areas being used by agencies public and voluntary.

SSNCC's training methods in participatory water and sanitation, developed with the help of UNDP are being used by UNICEF in their water supply programs with MPLD. Technicians and engineers are

being introduced to process skills in this training so they can be more in tune with participatory issues in their field work.

Many active agencies lack the resources and evaluative skills necessary to draw lessons and produce such tools from their experience, much less to train other NGO and government program staff. Helping those NGOs to do this would strengthen development overall, not only in the voluntary sector.

When new tools are developed, resource networks, clearinghouse mechanisms and innovative dissemination strategies can be employed in a systematic project support effort.

Such effort can tap into other networks outside the NGO sector. The technical skills of Peace Corps Volunteers is a possibility for helping local NGOs on a short term basis. Information networks on development innovations, such as IRED, is another example. Worldview Foundation has a communication network with a focus on video production in South Asia. UNDP's regional Development Training and Communication Project is another such network. Regional and inter-regional development information networks are expanding selective tie-ins and would be beneficial to the NGO community, while helping to stimulate stronger local development programs.

### 3. Towards Strategic Gains in Development

A longer term goal is "strategic facilitation" for specific policy gains related to key HMG/USAID interests. For example, NGOs could help leverage a wider representation of local interests in government plans by helping action groups at the primary level organize their activities and clarify to local officials the resources they need. They could also mount local consultative processes to help officials gain better information for improved rural development planning.

#### **National Consultations on Key Development Concerns**

Creating and providing consultation processes that link HMG/N, donors, INGOs and Local NGOs and even community resource persons can serve a dual purpose. One would be to focus attention on key development issues that all the groups have in common; the other to develop concrete mechanisms and programs to better align resources and agencies for results.

Another effect of consultative meetings on key issues at policy levels would be to strengthen the NGOs' confidence that they are not simply to be deployed by others, but that they have a say in the policies and operational procedures as part of HMG/NGO cooperation. SSNCC could also be strengthened by drawing from its NGO constituency, and in helping to feed in their views to HMG/N. Such

consultative meetings could start at local levels and build towards national level.

In 1982, exercises of this sort were conducted for the UN Water and Sanitation Decade. Presently, several INGOs and UNICEF have begun work with the mechanism that grew from that exercise to link NGO programs and help improve government efforts towards reaching decade goals. The exercise also led to major donor endeavors to strengthen SSNCC. More such work could help NGOs work with HMG/N programs, provide exchange between groups, lead to tangible NGO and community benefit and create international linkages.

#### IV. RECOMMENDATIONS FOR USAID ACTION

##### A. INTRODUCTION

This study verifies the clear opportunity for USAID to accelerate its progress on key HMG/Nepal goals by concertedly supporting and working with the NGO sector. Findings suggest that the successful strategy will not be ad hoc, scattered collaboration with voluntary agencies--as many external donors have tried elsewhere with mixed results. Rather, it will be an "umbrella strategy" which embodies a well-conceived, continuing process of:

1. NGO strengthening, on-the-ground development action and innovation, gradual extension of benefits; and
2. Measured programming of USAID funds of the above, and for improving voluntary resource assistance to Nepali NGO's and local "Primary Groups."

##### B. THE STRATEGY IN NEPAL: OBJECTIVES, DESCRIPTION, CHRONOLOGY

**Goal:** To achieve medium- and long-range national goals of key concern to USAID through an umbrella strategy of local achievements, NGO capacity-building and collaboration, USAID-programmed funds, and other voluntary resource assistance to NGOs.

##### 1. Objectives

- To successfully launch a support program in Nepal to strengthen programmatic, technical and learning capacities of national NGO's and local action groups.
- To achieve greater gains in current and future programs through NGO learning, collaboration (with NGOs and Government), and access to reliable technical assistance.
- To develop learning and linkage programs to improve quality, sustainability and extendability of NGO programs which cover key sectors of concern.
- To establish a highly effective system for USAID co-financing and programming of USAID funds for a joint and complementary NGO action.
- To strengthen "voluntary resource" help to NGOs in Nepal through the SSNCC and other national and external sources.

## 2. Description

Components of the umbrella strategy would directly address the capacity needs of NGOs as defined by this study while advancing on-the-ground project action, building towards program extension and sharpening NGO assistance mechanisms in Nepal.

The major component, the Voluntary Support Program, would be managed by the SSNCC's Technical Division, and developed/guided by a designated external intermediary in consultation with USAID, HMG/N and the SSNCC.

The Voluntary Support Program's main features would include:

- Action-based NGO training and self-learning;
- Project application and technical assistance;
- NGO consultation, program linkage and extension;

The support program would address the following capacity needs of NGOs and local action groups:

- a. Strengthening programmatic capacities and project sustainability through intensive learning/work in:
  - community needs assessment, organization, decision-making, self-monitoring/analysis;
  - participative methods and interactive materials;
  - NGO project and resource planning, management, monitoring/analysis/adjustment and evaluation.
- b. Building technical capacities through assistance in:
  - income generation and rural productivity;
  - local agriculture and agro-forestry;
  - health care and family life improvement;
  - local resource technologies;
  - other social and economic advances in demand.
- c. Over time, extending development benefits via:
  - a program monitoring/refinement system of learning/planning, action, review/analysis;

- wider inclusion of "primary" and other local action groups by NGOs;
- stronger individual and collective NGO program strategies to enhance, sustain and extend promising initiatives.

The second component--an effective system for USAID co-financing and funds programming and improved "voluntary resource assistance" to the NGO sector overall--would have as its main features:

- a. A "Services Development Fund" for strengthening the SSNCC's capacity for fund channeling/grant management;
- b. Ongoing analysis of the Voluntary Support Program by intermediary/SSNCC to identify new support opportunities for USAID and others;
- c. A special learning/linkage project to develop US and national, larger scale ventures, led by focal agencies with appropriate participation of external NGOs/others, to make stronger impact across key sectors of national/local concern.

Specifically, this component would address VRO, Government, USAID and other donor needs via:

- a. A "Services Development Fund", from which the SSNCC, with Intermediary assistance, would:
  - strengthen its capacity for channeling donor funds and managing grants through a viable grant appraisal/monitoring/evaluation system;
  - strengthen its support for NGO self-financing schemes;
  - develop and orchestrate the Voluntary Support Program through its technical division;
  - continually examine and upgrade its Technical Division's VRO skills;
  - collaborate with other national VROs, international NGOs and other resources to assist the NGO sector.
- b. Ongoing analysis of the Voluntary Support Program by an intermediary and the SSNCC, in order to:
  - determine learning/technical assistance efforts worthy of USAID, HMG/N, other donor and/or multi-lateral support involving the intermediary and NGOs themselves as appropriate;
  - identify worthy individuals and collaborative projects which grow from the support program;

- identify project extension opportunities worthy of USAID or collaborative support.

c. A special Learning/Linkage project to:

- assist NGOs (US and national) and USAID/N to program new, coordinated ventures covering key economic and social priorities, including: income generation and rural productivity, local agriculture and agroforestry, health and family life improvement and other national/local concerns.

### 3. Chronology

#### **PHASE ONE: Develop Specific "Voluntary Support Program" Proposal**

April-November 1987

USAID Nepal confers with potential intermediaries and local organizations to finalize proposal design for the comprehensive Voluntary Support Program.

This proposal paves the way for the strengthening of NGOs and their programs urged by this study, through a process of learning, application, review, collaboration and financing guided by the SSNCC, with assistance from the designated external intermediary organization. The Program would also put in place a team for programming the new, larger-scale projects covering key sectors of concern, e.g. income generation and rural productivity, agriculture and agroforestry, health and family life improvement. These would be planned and carried out by national lead NGOs, with the cooperation of U.S. and other external agencies as appropriate.

#### **PHASE TWO: Program Start-Up**

January-June 1988

USAID provides agreed-upon resources to selected intermediary organizations for the proposed program, potentially in coordination with UNDP. The SSNCC/intermediary Voluntary Support Program is funded, and begins by January 1988.

An external intermediary technical team begins work with SSNCC to set in motion the Program, and to begin programming the larger ventures. The team assists the SSNCC and helps manage the Program, working in close consultation with USAID, especially as large-scale project opportunities emerge.

**PHASE THREE: Program Evolution**

June 1988-June 1990

The Voluntary Support Program's depth and coverage grows. It achieves stronger focus on multiple, intensive district strategies of learning and innovation, program and technical assistance, monitoring and refinement, resource-matching and collaboration. In addition to being in better position to promote program learning and results, the SSNCC's Technical Division is now more accomplished at providing "Strategy Support" to one or more agencies seeking to increase strategic gains in a given district.

ENDNOTES

- 1 NGO is used to represent private voluntary organizations and includes all types of institutions, from informal to Apex bodies.
- 2 David Korten, "Micro Policy Reform: The Role of Private Voluntary Development Agencies, NASPAA Working Paper #12", August 8, 1986, pp. 1-3.
- 3 Indira Shrestha, Non-Governmental Institutions and Processes for Development in Nepal, Integrated Development Systems, February 1985.
- 4 W. Thomas Kelly, Private Voluntary Organizations in Nepal, USAID, August 8, 1980.
- 5 Chris Srinivasan, Mrs. T. Abdullah, Jacob Pfohl, Vijitha Fernando and Henry de Mel, Voluntary Resource Organizations in South Asia, An Investigative Summary, Communications Development Service, PACT, May, 1984.
- 6 Indra Bickram Shah, Tirtha Prasad Mishra, Tri Ratna Manandhar, Gopal Pokharel 'Biwas', Social Service in Nepal, A Historical Perspective, SSNCC, 1986.
- 7 Ibid., pp. 7-72.
- 8 Shrestha, pp. 5-6.
- 9 Ibid., p. 108.
- 10 Srinivasan et al., p. 24.
- 11 Shrestha, p. 63.
- 12 Ibid., p. 11.
- 13 Srinivasan et al., op. cit.

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APPENDIX ONE:

US AND NEPAL NGO PROFILES FROM INTERVIEWS

- o General Information/Function
- o Activities
- o Assessment of Role/Capacities

Agency: THE GODAVARI ALUMNI ASSOCIATION (GAA)

**General Information/Functions:**

GAA is one of the largest NGOs of its type--mixed social activities and services. It has over 200 active members, mostly young alumni of St. Xavier's School. It has another 2000 guest members. GAA falls under the Youth Services Coordination Committee of SSNCC, which has channeled grants from the Norwegian Government. It is over 20 years old. Primarily set up as a social group, it has ample physical facilities for youth recreation on its premises in Kathmandu. GAA collects a fee of 10 Rupees per month from its members. It has a small logistical staff of three persons. From contributions of "life members" it has formed a trust and occupies its own building.

**Activities:**

The activities of GAA vary, the most developmental being a project in Gangabu, a village near Swayambunath, where integrated services have been provided to evolve a "model village". The community has a population of 2500 with over 20 volunteers from GAA involved. After some early difficulties in the community, the group has established successful activities. Income generation projects are one of them, as well as a school and water tank construction. Other activities include food distribution in Balaju and a clinic operation. GAA is now working on a grant from CIDA for setting up training in skill development, including carpentry, mechanics, plumbing and tailoring.

As a social body, the group engages in cultural exchange programs. Each summer the alumni of GAA plant trees in Godavari. The women's group of GAA organizes workshops on child development. Other social activities include spelling contests and sports. Seminars on topics affecting Kathmandu youth are also held including drug abuse problems and imported "videos".

**Assessment of Functions and Capacities:**

This is a valuable social group for Nepali youth in the social activities/services category. The need it fills appears meaningful to members and its role in the preservation of social values among youth is relevant to Kathmandu in 1987, given the changing values youngsters face. As a training ground for youth, Gangabu is a valuable "school" of community service approaches.

The spirit that imbues GAA is typical of youth organizations and clubs, and such groups exist throughout the country for similar, if often smaller-scale, efforts. GAA is the biggest youth group and, for that reason has activities of some scale. It is a force of some potency as "helpers" to development and service programs.

Agency: THE NEPAL CHILDREN'S ORGANIZATION (NCO)

**General Information/Functions:**

This social service organization has a branch in all 75 districts of Nepal, with district committees operating in 69. In 1964, His late Majesty King Mahendra formed the NCO under the sponsorship of the present Queen Mother, ministers and other socially notable persons. While other "class organizations" became part of the political system with the advent of the panchayat policy, NCO was excluded from this.

NCO functions under the SSNCC's Children Services Coordination Committee. Still operating under the Chair of the Queen Mother, NCO has its own Board of Directors. There are over 900 volunteers associated with NCO and its district committees, and 409 paid staff, with an average of three paid staff per district consisting of two women teachers and one assistant. There are 184 staffmembers working in Kathmandu in five major sections: District Administration, Finance, Publications and Extracurricular Activities, Orphans and Child Welfare.

**Activities:**

NCO has emphasized pre-primary schools for the 3-6 age group. There are 84 schools throughout the country. Associated with this is the training of pre-primary school teachers.

Orphan centers at Siphel, Naxal, and Panchkal serve over 500 children. NCO has a scholarship program from national and international resources with help provided in the form of stipends to poorer families. SCF-UK and USC cooperate with this program. A talent program has begun for children in Kathmandu, Nepalganj, Rajbiraj, Biratnagar, and Birganj. Singing, dancing, drawing, sewing and knitting are included. NCO also publishes a magazine, and sponsors a children's work competition. In Rajbiraj district, NCO has operated a health and education program for children.

NCO provides Rs 15700 per year to 18 remote districts and Rs 5000 to the other districts. Construction activities are self-help; NCO does not provide grants for this purpose.

**Assessment of Role and Capacity:**

The agency clearly operates in the realm of children's services. NCO officials note their own special needs in areas of coordination, management as well as their financial constraints.

They also reflected certain programmatic limitations; duplication resulting from pre-primary schools not being part of the HMG school

system, lack of an integrated child development program, the need to share ideas and experiences, the need to clarify a stronger vision for the future and the need to strengthen and expand present NCO programs. To this end NCO has set up a task force to assess the needs of children and measures to be taken. A member of the Planning Commission was invited as a resource for this task.

The major accomplishments of this group include promotion of policy formation in HMG and in assisting the Planning Commission spell out a Child Welfare policy for its seventh five-year plan. The establishment of a committee in all 75 districts and the set-up of pre-primary schools in 69 districts are other major achievements.

**Agency: THE UNITED MISSION TO NEPAL (UMN)**

**General Information/Functions:**

The genesis of UMN's involvement in Nepal was a medical team that set up a free clinic in Palpa Tansen in 1954. This drew attention of local officials and finally a request from HMG/N to open hospitals in both Palpa Tansen and Kathmandu. Thus UMN gained official entry in 1954, and as a result, established Shanta Bhawan and Tansen Hospitals.

UMN has a signed agreement with the Ministry of Finance and sub-agreements with appropriate ministries for coordination with its different sectoral activities; the Ministry of Health and the Ministry of Education and Culture. Requests from these ministries form the basis of UMN activity. Because of its size and long-term relationship with HMG/N, UMN has not been linked to SSNCC, nor is this foreseen.

UMN is a mixed social service/development promotion organization, geared towards arranging technical assistance from abroad, with over 340 professional expatriates now associated with its programs. In 1984/85, over 600 professionals from 20 countries served short and long-term assignments. Along with their expertise they often bring grants from their agencies for the projects on which they work. Approximately 1500 Nepali staff are associated with the UMN program. Expatriates are trained for five months in Nepali and undergo other orientation before taking up any project assignment. The 1986/87 budget of UMN is Rs 65,000,000.

**Activities:**

Having matured from a pure service role, UMN is now more people-centered and development-oriented in approach. Its focus lies in the areas of education, health services and economic

development services. Among its projects are regional schools, volunteers seconded to schools in Gorkha with part-time work in community and non-formal education, a girls high school in Kathmandu and technical and vocational training. Two UMN teacher-trainers work in agreement with Tribhuvan University to teach at Butwal and Pokhara campuses for the certificate level program. A central Education Service Office at UMN helps develop libraries and simple teaching materials for the UMN's educational projects.

The Health Services Program works with community health and health institutions. At three sites, Tansen, Gorkha and Okhaldhunga, community health programs are attached to hospitals also supported by UMN. The Nurse Campus trains students at the Patan hospital. A Community Primary Health Care Program and Community Development Assistance Program works through four health posts and 25 MCH clinics and encourages community involvement in agriculture, animal husbandry, drinking water, food technology, forestry, horticulture, non-formal education, nutrition and rural industries. A central Health Services office supports the complex needs of all these projects, and researches development activities in matters such as urban PHC, community mental health, community dentistry and programme evaluation.

The economic development services program includes the training institutes for local technical advancements such as biogas, grain and water storage, agricultural implements and machinery, drinking water schemes and forestry activities. An institute at Butwal trains tradesmen who then assist UMN projects; it has so far provided jobs to over 700 local people. A Development and Consulting Services Project helps develop technologies such as small turbines and mills, rural equipment, land reclamation, village roofing and biofertilizer. The project also assists small businesses in the area. Other projects links construction of a power plant to community development at Andi Khola; a rural development center at Pokhara focuses on agricultural consultancy. Again, a Central Service office services the projects, working out plans for new projects with HMG/N.

#### **Assessment of Functions and Capacities:**

Present policies call for a strong emphasis on the training of local people, as well as the stimulation of local communities to take responsibility and work cooperatively to meet local needs. Plans are being made to reduce the number of expatriate personnel. According to the UMN director, there is still a lack of trained manpower to work in remote areas, but plans exist for the "Nepalization" of UMN through training, scholarship and hand-over of completed projects to HMG/N. Attempts are also being made to make programs more sustainable. So far, UMN has been most successful with its educational programs. Advisory boards are constituted for sectoral activities and Nepali citizens are included, along with HMG/N officials in the districts. UMN would like to hand its hospitals over to HMG/N but the government has reportedly not shown strong enough interest.

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Certainly, UMN is meeting a wide variety of needs in its programs, and is sensitive to local development concerns. In all its activities, emphasis is on increasing people's participation and community organization. UMN is people-oriented and not involved with capital intensive projects. Its work spans almost the full spectrum of activities from services to direct development promotion.

UMN keeps a low profile. To some degree, additional systems for diffusion of its experiences would be helpful to the NGOs. UMN has not made a strong effort to strengthen NGOs, though it seems their range of activities and resources could be an important strengthening factor.

**Agency: PAROPAKAR**

**General Information/Functions:**

One of the oldest national NGOs, Paropakar was established in 1948. It has a 15-member Board of Directors and an executive committee. It operates with public donations, income from shops and interest on deposits amounting to Rs 275,000 annually. It also receives a contribution through the Children's Services Coordination Committee of SSNCC, and other grants. Its approximate budget is Rs 5,314,000. HMG/N and the Indian Government both provide grants for its maternity hospital, Although SCF-UK provides some scholarship funds, Paropakar has little foreign funding. Paropakar is clearly in the social services category, providing direct services to vulnerable groups.

**Activities:**

Paropakar's activities are in health and maternity care, orphan support, ambulance services and education. Through its work, 139 health centers providing free medicine have been established, mostly in Kathmandu valley. Paropakar is careful not to duplicate HMG/N services. It operates a small hospital in Dhor Patan and in addition, runs 14 Primary Health Care clinics staffed by a medical doctor and staff nurse, often in cooperation with HMG/N. In Thapatali, a 200 bed maternity hospital cares for about 100 patients per day. A child mobile clinic operates with two donated vehicles. Paropakar has educated and trained 480 orphans so far, many claiming with pride that they have become professionals. Their present capacity is 51 orphans, admitted from the age of five. They are often given scholarships for higher education when they are ready.

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**Assessment of Functions and Capacities:**

The agency meets real needs of vulnerable groups and exemplifies the traditional spirit of many centrally located Nepali NGOs in the social service sector.

Recently receiving a land grant from the government, the agency wants to establish a Children's village for 100 orphans at Duwakot. It is looking for sizeable donor support for this ambitious project. It appears that in the future, Paropakar could significantly "add-value" to these well-founded projects. For example, could the Children's village have an extension program for integrated child welfare? Could it investigate low-cost ways for establishing services for orphans in other districts? Similarly, could the organization's health projects be take-off points for more community-based approaches. How could self-financing schemes help the agency ensure long-term sustainability?

**Agency: ASSOCIATION FOR CRAFT PRODUCERS (ACP)**

**General Information/Functions:**

ACP, established in 1984, is a "professional association" rather than an "NGO" per se, although it is non-profit. It provides employment services to women and is primarily an urban organization with employment as its priority. It is thus placed in the mixed social services/ development category. As a technical, design and marketing organization it is not under the fold of SSNCC. The agency has 26 full time staff of all categories and one expatriate design consultant. It has close links with NGOs including UMN, SCF-USA, Integrated Hill Development Project and Plan International. The annual budget is approximately Rs 1,000,000.

**Activities:**

According to ACP, traditional handicrafts are threatened by modern-day technology and imported crafts competing for the local tourist trade. Village and urban lowincome producers, skilled and unskilled, find little information and support to market their goods and meet true buyer demands. ACP provides services in:

- design, appropriate technical advice and marketing arrangements for low-income individual craftsmen or group producers in textiles, paper crafts, basketry, and wood.
- coordination among groups or organizations working with low income producers to increase their income and employment opportunities.



- promotion of Nepali handicrafts among tourists, Nepali consumers and other residents.
- contacting alternative marketing agencies interested in buying crafts from low-income producers.
- set-up of retail sales centers for producers.

One of the major activities is wool-spinning. Raw materials are provided along with equipment, and spun wool is collected and sold. Block printing of various patterns using Nepali motifs is another major project achievement. A wide range of final products, including linens and decorative items, are made by ACP producers. Women producers are the bulk of those the project assists. Pottery, silkscreened items, baskets, and wood crafts are also produced by the agency. Local marketing has been highly successful, the demand often exceeding production. Working with other NGOs, ACP has helped to distribute units of work to rural people as well, usually for assembly in ACP's center.

#### **Assessment of Functions and Capacities:**

While essentially a service for employment of producers, ACP has potential as a "voluntary resource organization" by providing assistance to NGOs, which it has done on a case by case basis. The heavy focus on women's employment (over 250 producers) has also made ACP relevant to many NGO equity concerns. Beyond the economic aspects of the program, ACP's contribution is cultural and social with its promotion of traditional design in functional products. As an intermediary agency with producers, ACP has been careful in cost-assessments to make its products truly marketable and competitive--rare in the NGO field of craft production. The design work has been commendable, with experimentation in new materials, and new formats for traditional designs.

ACP is exploring foreign market possibilities, an area where the agency needs support. Its local sales have been outstanding though some have commented that ACP should concentrate solely on the wool spinning area, thus moving out of the broader crafts area. At times, the social goals of donors conflict with the hard economic approach of others who would have liked to see ACP concentrate on a major economic enterprise. ACP has had to struggle to determine its own identity within this context, and has opted for an approach which mixes social and economic concerns. With a broad range of activities to manage, ACP will have to make choices and determine its path as the link between producers and markets.

Agency: THE NEPAL RED CROSS SOCIETY (NRCS)

**General Information/Function:**

The Nepal Red Cross was founded in 1963. Recognized by the ICRC in 1964, NRCS is one of the largest indigenous humanitarian organizations in the country. NRCS is an implementing as well as coordinating body for its chapters. In each of 75 Districts, the Red Cross has organized voluntary chapters with over 270,000 members. A central executive committee is responsible for implementation of all central level activities; five committees for 1) disaster relief, 2) blood transfusion, 3) bank services, 4) resource mobilization and 5) the Junior Red Cross Committee. Zonal and regional committees coordinate the district groups. Most of the district branches run their programs independently under the policy guidance of the Central Committee. 42 district chapters have constructed and staffed their own offices, and 14 branches are under construction. The overall budget of NRCS is approximately Rs 55,000,000 for all programs in calendar year 1987.

**Activities:**

Activities fall into the following categories:

- disaster preparedness and relief;
- community health development projects;
- health services (eye camps, ambulance, drugs);
- blood banks and transfusions;
- drinking water projects;
- junior red cross activities;  
(health education, first-aid, afforestation, sanitation, fellowship, disaster relief);
- primary health care and family planning
- information and media dissemination;
- tracing services.

Disaster preparedness and relief are the origin and centerpiece of Red Cross Activity. Floods, landslides, and fires are regular occurrences in Nepal. For preparedness, NRCS is building and supplying warehouses with relief supplies and training Red Cross workers. Relief materials were provided to more than 8,000 families in 1986. A disaster relief fund in memory of the late HRH Princess Princep Shah has also been established with approximately Rs 3,700,000 collected.

The Red Cross also operates a range of community-based health schemes with the help of different donors. In nine districts, NRCS integrates water supply and primary health care projects. In another 16 districts the focus is on water supply alone, with total district coverage the aim. NRCS has worked with family planning and PHC projects in four districts, and in an integrated rural

development project in Baglung district. NRCS has also implemented a PHC project that combines drinking water and family planning. The Jumla project, with a focus on acute respiratory infections, has been assisted by USAID. Other assistance has been provided by LWS, Foreign Red Cross Chapters (Swiss, Australian, Japanese) and FPIA.

Selected health services including eye camps and ambulances. Medicines and banks are provided to select district chapters depending on their needs and capacities. NRCS is handling the entire blood programme in the country. Blood transfusion services are available in 11 districts. It also operates a central blood-bank. The Junior Red Cross is the society's link to youth through educational institutions. Finally, NRCS is involved in distributing information and media related to its goals and principles.

#### **Assessment of Functions/Capacities:**

NRCS's priorities are disaster preparedness and relief, integrated primary health care and conservation. The latter is part of its integrated youth and disaster-preparedness programs. NRCS is keen not to duplicate but supplement HMG/N projects.

Concerns about NRCS center around management of the complex program, adequate training facilities and standardization of training, operation of different PHC projects and a general decentralization of skills, resources and planning. There are also plans to help institutionalize district infrastructure through one-year payments of staff, with a gradual reduction of salary subsidies.

As a major resource to its chapters, NRCS realizes that program evaluation is necessary, since chapters by and large carry out only partial evaluation and monitoring. NRCS feels that programming skills could strengthen separate chapter activities. While coordination with HMG/N is strong, links to NGOs in the similar areas of work are not clear. With regard to SSNCC, NRCS has always offered its support to SSNCC activities, and would welcome its help in training and management.

With its all-Nepal structure, more strategic roles for NRCS vis-a-vis the government health programs could be part of future directions. With the pressures of projects and activities, differing donor emphases and the logistical complexities of such a large network, NRCS would appreciate support to improve strategic management of its operations, and new ideas to enhance its already impressive accomplishments. NRCS also hopes to introduce income-generating activities to cover administrative costs of the society.

Agency: SAVE THE CHILDREN/US

**General Information/Functions:**

Save the Children-USA began global operations in 1932, seeking to address the needs of children in the broader context of the surrounding community and environment. SCF-US works in partnership with communities in a catalyst role. The approach is multi-disciplinary, with programs promoting health, education, resource conservation and productivity. Leadership development is another priority, along with the building of community institutions. In Nepal, SCF programs began in 1978, and an agreement was reached with SSNCC in 1980. The project operates in five panchayats of Gorkha district. Their FY'86/87 budget is Rs 6,772,333. Recently, SSNCC requested SCF-US to assume their program in the entire district of Gorkha. Since social services and development promotion characterize the program, Save the Children comes under the mixed services/development category in this study.

**Activities:**

Key activities are non-formal education, immunization, aquaculture, seed production, expansion of resource conservation, organizational development, training of village development committees and formation of water-supply maintenance committees.

These are part of broader strategies. The special Primary Health Care Strategy, includes six services of immunization, ORT, nutrition, family planning, pre- and post-natal care and sanitation. The project deploys village volunteers, locally-hired staff and full-time supervisors. The work is primarily preventive, with clinic support and operation depending on available government services.

Safe, clean drinking water is another component, with attention to users' committees, training and maintenance. Over 40 water systems have been constructed in Gorkha, serving 12,000. Irrigation schemes cover 21 hectares of land.

In the area of human resource development, both non-formal methods and primary education, 1800 students have taken literacy training, over 80% are women. In the primary sector, 8 schools have been constructed, 12 supplied with furniture, 12 with educational materials, 500 children enrolled in day care centers and 200 scholarships provided.

In the agriculture/enterprise sector, community agricultural leaders extend training in horticulture, grain seeds production, vegetable seeds distribution, composting, grain storage and marketing. One villager has been trained in animal care techniques. In small enterprise development, SCF has sponsored training in crafts and improved bee-hives.

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In resource conservation, 67,450 trees have been planted and 674 smokeless (fuel conservation) stoves installed.

**Assessment of Functions and Capacities:**

Save the Children is operational in its chosen five panchayats of Gorkha District. It has demonstrated a measurable impact in those areas through its community-based integrated development approach described above. Its work includes social services as well as clear development components; it is thus a mixed development/ service agency. An expressed concern of SCF-US is fostering greater sustainability and institutionalization. Relatively high levels of input have characterized its program, including both staff and material/financial resources. However, this has been coupled by measures like non-formal education, which builds the process and decision skills of the community and promotes elements of sustainability. The program still requires stronger linkages with local official structures, lower-input strategies maximizing participation and social process skills, experiments in graduated evolution of community organization by beneficiaries, and above all, the evaluative skill to test, reflect upon and redesign innovations in cost containment, sustainability and improved social process.

With its rich experience, Save the Children could expand its role as a development facilitator. To do this, a stronger internal learning mechanism to review innovations and seek ways of sharing findings with others would expand the agency's influence beyond Gorkha. Some efforts at this, including an on-site workshop at Gorkha, a review of the literacy program and other similar activities have begun with useful results. The agency could also consider roles in strengthening indigenous organizations by linking in field-tested program and technical expertise. As SCF-US expands geographic coverage in Gorkha, it will want to link its efforts in institution-building of local emerging agencies and set in motion a strong evaluative process to help adapt its model further and identify replicable processes and measures for wider application.

**Agency: NEPAL ANTI-TB ASSOCIATION**

**General Information/Functions:**

This national NGO was established in 1953, under the chairmanship of the Prime Minister. It began as an informal group to support anti-TB activities in Nepal, TB being a serious local health problem. In 1963, the late King inaugurated and recognized the organization's existence. In 1967, the agency began its own curative health program apart from assisting the government program. At present the organization has 16 district branches. It is a social service organization with both institutional and

community-based programs. It has a paid staff of 38 at the center and 29 staff in the districts, relying on a network of volunteers. The costs of operation at the district level are managed locally. Its 1986/87 budget is Rs 2,314,372.

**Activities:**

The agency established a 25-bed hospital in Kalimati in 1971, where patients were charged for treatment and medicine. When it was decided that this did not assist the poorest, the agency made the services free, including a rest house with accommodation for 20 persons. The hospital now has 37 beds and the association works in 16 districts with government health posts. A community-based treatment program began in Bhaktapur in 1977. Local volunteers were mobilized to trace TB cases. The Japanese Rotary Club provided financial assistance to operate the project. A coordinator and home visitors are regular-paid staff of this successful project, which has been replicated in nine districts of the country. In several districts, an education program exists with the help of the South Asia Partnership to integrate TB, sanitation, health and family planning concepts. The project uses volunteers from selected Ilakas of the district who, in turn, train others. The educational process then continues through a chain of community resource persons. This approach is considered the most economical and effective of the agency's projects.

The TB hospital is the only one of its type in Nepal and the Association has requested HMG/N to take it over several times without success. A government-operated chest X-ray clinic is within the compound of the TB Association building, and the Association has asked government help to second medical doctors and nurses. This has been one of its more expensive operations. The association has developed a workable relationship with the HMG TB control project and other HMG line agencies. Linkage with SSNCC has increased its number of donors. Japanese Rotary clubs, Norwegian Church Aid, SAP, AWON and a German TB Association assist the agency.

In the advocacy and information-exchange sphere, the TB Association has organized several conferences, workshops and seminars on TB related topics.

**Assessment of Functions and Capacities:**

One of the agency's strongest felt needs is to consolidate its various programs. It has learned that its educational efforts are yielding the greatest results, and would like to link it to future programs so services are integrated within an educational and community-based strategy. This is a classic example of the evolution of an organization from conventional institutional-based care to more innovative participatory programming, and the difficulties involved in making such a transformation. The Association has a good start with its pilot education program, innovative in its use of community resource persons.

The agency has problems with the drainage of the TB hospital and regular water supplies for the facility. The agency has no plans to expand the capacity of the institution. Like many other health agencies that started such institutions, the struggle to make them self-financing or hand them over to HMG/N (who do not have the resources) is a recurrent problem.

If assisted by others, expansion of its education-based program seems the logical next step for the agency.

Agency: CARE/NEPAL

**General Information/Functions:**

CARE started working in Nepal in 1978. CARE signed its agreement with the Ministry of Finance and sub-agreements are signed with different ministries and departments of HMG/N depending on the nature of the project activities. Recently, it has considered developing a relationship with SSNCC. CARE, one of the larger international NGOs, has programs in 37 developing countries. The agency plays both an operational and intermediary role in Nepal, with four expatriate staff, 2 locally hired foreign staff, and 130 national staff and several volunteers associated with its programs.

**Activities:**

The Agency's major activities include:

- A nurse advisor/educator project,
- A construction program for trail and suspension bridges in remote areas,
- Irrigation/horticulture projects with the Small Farmers' Development Program,
- Agro-forestry projects with SFDP,
- The Segnas and Rupatal Integrated Watershed Management Project.

The remote area trail and suspension bridge project is carried out jointly with the Remote Area Development Section of MPLD. In each such project, the contributions are 30% by HMG/N and 70% by CARE/Nepal. This includes technical help, materials and transportation. Since most projects take place in remote areas, no voluntary participation is sought.

One of CARE's centerpiece programs is irrigation projects with the Small Farmer's Development Program. CARE contributes 50% with 20% from the people, and 30% from a bank loan to beneficiaries. The SFDP is working in 52 districts and CARE is assisting in 15 districts. Notably, CARE has helped USAID's program in the Rapti

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zone through similar efforts in irrigation, as part of the overall Rapti rural development effort.

CARE also operates agroforestry projects. In the irrigation project area, a joint CARE/ADB program prepares nurseries and distributes seedlings to interested farmers free of cost. In the Begnas and Rupatal Integrated Watershed Management Project the implementing agency is the Department of Soil Conservation and Water Management, with technical and financial assistance from CARE.

CARE/International is funded by seven countries: USA, Canada, Netherlands, Norway, Italy, France, Great Britain.

#### **Assessment of Functions and Capacities:**

CARE has given emphasis to strengthening capabilities of counterpart agencies and locally-constituted committees to ensure sustainability of its projects. At this stage it has given little thought to a mechanism to diffuse the ideas and experiences with other organizations. Given its technical and resource capacities, this is certainly an area where CARE could expand its program and impact, since it has made efforts to coordinate with other agencies.

Assessment of CARE's program activities were beyond the scope of this study, but USAID and others involved have favorably reviewed its role, especially with regard to the irrigation program. CARE's role as an advocate of help to remote areas is appreciated by HMG/N. CARE itself is most proud of its irrigation efforts with the SFDP. Delays in fund transference, unexpected requests and occasional uncooperative attitudes were considered problems by CARE staff in carrying out programs in Nepal.

By better networking with NGOs, including the agencies associated with SSNCC, CARE could be a resource, particularly in the areas of agroforestry and small irrigation schemes. It might take a leadership role in these technical areas in any process of learning and linkage among NGO sector agencies. Presumably, out of the consultative processes involved, specific ventures would emerge to enable wider application of this expertise. CARE could potentially add more value to its strong existing programs.

Agency: NEPAL FAMILY PLANNING ASSOCIATION

General Information/Functions:

The agency was started in 1959 and has grown to be one of the largest NGOs in the country. Affiliated with IPPF, FPAN works in close collaboration with the FP/MCH Project and ICSHD, providing services in over 25 districts. FPAN is one of the largest and most developmental of Nepal's national NGOs. As an advocate, the association has initiated a stronger national policy on family planning, and it is connected with the inception of the country's FP/MCH program.

FPAN has 544 staff working in projects throughout the country. It has 17 branches, some of which cover more than one district. It has two distinct "action units" working on specific projects (the Bauda Baunepati Project and the Applied Nutrition Program) and a number of donors, including HMG/N, IPPF, Family Health International, SATA, JOICEP, World Neighbors, Oxfam AVSC and WWF/KMTNC. FPAN mobilizes about 10,000 to 12,000 volunteers, and has 2,000 subscribers. It is a mixed services/development agency, both operational and supportive of its branches.

Activities:

FPAN's activities for 1985-86 included integrated programs, radio programs on family planning, film production and exhibition, population education activities, agriculture programs, plantation of trees, construction of trails and drinking water projects, environmental sanitation and the family planning services. FPAN lists its specific activities and accomplishments as these.

Multimedia

radio programs	706 programs
film production	1
publications	212,200 distributed
exhibitions	75
population ed. training	159 sessions
other training workshops	109 sessions

Integrated Program

basic health services	89,493 people
treatment	2,205 people
home visit	88,425 people

Information and Education

safe drinking water ed.	300,270 people
adult education	28 sessions

Agriculture

environmental cleanliness education through JTAs	17 times
distribution of improved livestock	71
tree plantation	108,209

Community Construction

repair of trails, water projects projects and cleanliness	169 times
education/research on FP and population	4 studies
meetings/workshop	282

Family Planning Services

sterilizations	19,781
temporary methods	379,341

The agency lists 37 activities and projects in 1987, with a total planned budget of Rs 41,872,862 in the 1987 fiscal year. These fall roughly into "integrated family planning projects", family welfare projects, media and communication projects, voluntary surgical contraception projects, clinical services, population and FP promotional projects, temporary contraception services, special projects in applied nutrition, community forestry and others.

Due to the strength of FPAN's field projects, Her Majesty the Queen has given the agency special responsibility for a pilot project on community development to test low-inputs and a timebound frame for achieving replicable impact. This is called the "Bikas Beej" project. Collaboration with line agencies of HMG/N is also involved to test NGO/HMG processes of alignment for sustainable development. The approach is also integrated. The project began recently under the guidance of a special committee.

**Assessment of Functions and Capacities:**

The fact that FPAN was chosen to test the key pilot project mentioned above is an indication of the key position FPAN has in the national NGO constellation. Its special projects are known as innovative in terms of community participation and local resource technology adaptations. FPAN works, it seems, in the full range of family life improvement combinations, in everything from parasite control to forest conservation. It has linked FP to agricultural extension, nutrition and every direct form of communication. It appears the implications of many of the integrated projects are relevant to rural development overall, beyond their progress in family planning. However, the sectoral interest and focus of FPAN remains in this sector.

FPAN plans greater promotion of family planning and expansion of PHC and MCH services, of various integrated programs, of geographical branch coverage, of more innovative and culturally appropriate IEC

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ventures and of enhanced youth and women's participation. It hopes that its models of community services and development will be replicated by other agencies. It stresses women's and youth projects.

Like the Red Cross, the challenge of FPAN will be to consolidate its activities and monitor a wide array of separate and even disparate (in methods and practices) projects, using its experience to find genuinely effective mechanisms for self-reliant development and reduced population pressures. FPAN executives have a good handle on the key issues; the need for social process and building the human capacities of the villager and urban citizen, the need for innovations in cost containment and replicability, and the long-term need for sustainability and community management of programs. It would seem that beyond adding experimental or pilot projects, the agency needs a systematic monitoring and evaluative process that can keep all the varied projects in consonance as part of an overall strategy, with the key issues in focus.

"Memory" is key here. Are the learnings and experience of these projects being put to use? Where and how can this be creatively intensified? Can the results of the various FPAN components yield more gain? In the key areas of PHC, MCH and Family Planning, are there ways to add value to present gains, make wider applications through others, and enhance advocacy of community perspective on national policy? To what degree can FPAN become more of an umbrella and resource agency in its field of expertise? For example, could it focus on organizing training and educational tools and market them on a clearinghouse basis, based on its network of on-the-ground projects?

These are a few of the many questions that FPAN must grapple with. In its own perspective, along with many other agencies, its main problems are in trained manpower and organizational development. Given operational concerns and its ambitious program, finding the time and resources needed to resolve these questions will ultimately be an important determinant in FPAN's effectiveness.

Agency: LUTHERAN WORLD SERVICE

**General Information/Functions:**

LWS began operations in Nepal in 1984. In keeping with the spirit of SSNCC's policy to have international NGOs work with and strengthen the efforts of indigenous organizations, LWS has worked closely with the Red Cross and the Women's Development Association here. The original impetus for LWS coming to Nepal was a tour of the LWS sericulture program by HMG/N officials in Bangladesh and India. The officials were impressed and extended an invitation to conduct a feasibility study and then work in Nepal. Since MPLD was

interested in aid with a water system in Baglung, SSNCC advised LWS to take that district as focus for a variety of community development activities. LWS now works with three coordinating committees of SSNCC; Health, Women and Community Services. LWS' FY'86 budget was US\$461,000. Its 1987 budget is US\$429,000. It is an LWS goal to provide financial and technical support to national NGOs. LWS has 8 support staff in Kathmandu, 48 in Baglung, 11 in Ilam.

#### **Activities:**

LWS is active in non-formal education, sanitation/health and drinking water projects in six panchayats. An integrated rural development project is being implemented in one Ilaka comprising seven panchayats. Through gradual expansion of effort, all seven panchayats will be covered in 1988. In these projects, water systems are developed through the cooperation of "water supply maintenance committees". They are required to raise Rs 5,000 from the community, which is matched by LWS to ensure the maintenance and sustainability of the project. In all LWS construction projects, people's participation up to 30% is required. Other activities in the integrated projects include health care, women's development, agriculture, animal husbandry and forestry, small irrigation, drinking water, suspension bridges, trail improvements and training. Special emphasis is given to agriculture, animal husbandry and forestry. LWS holds group and community meetings on a continuing basis in its integrated projects to assess needs and determine actions.

In Ilam district, a sericulture project concentrates in three panchayats and a bamboo craft project operates in another three.

LWS has also assisted the Red Cross in disaster relief. When torrential rains flooded Dolakha District with 42 persons reported dead, LWS provided clothing and blankets through the Red Cross to 636 families.

LWS estimates about 30,000 people have directly benefited from its projects. It has set up a system for responding to project requests of indigenous agencies registered with SSNCC.

#### **Assessment of Functions and Capacities:**

LWS is both a facilitator and an operational agency. It has been careful to work through and with national NGOs in its programs, thus strengthening institutions while also accomplishing on-the-ground results. Its staff has trained local staff of counterpart agencies and helped them with management skills. Another effort for sustainability is the formation of local village development committees. LWS is seeking to have HMG/N soon take over its sericulture project.

At the operational level, LWS has worked to link panchayats and influence them for community benefit. They have a steering committee of their work with the Red Cross, and have also developed a district coordination committee to assist in their work. LWS reportedly has problems in maintenance of projects and in community motivation processes. Its major accomplishments include the sericulture projects, drinking-water schemes, agricultural demonstration plots and in pit latrines and sanitation. It hopes to develop replicable models and expand outside the middle hills.

LWS's commitment to a facilitation role is commendable. They have clearly indicated their interest in building local NGO institutions--and see as much value in that as in the operational role. The quality of their help will depend in part their social process skills as they apply to the Nepali context. For example, the formation of water committees before water systems installation, not only after, may have stronger impact. This would apply to other aspects of the integrated work as well--where LWS can enable villagers to assess their own needs and priorities, and undertake creative planning to achieve them, they will achieve more than by simply requiring shared inputs or labor.

Agency: WORLD EDUCATION INTERNATIONAL

**General Information/Functions:**

Having long-time roots in South Asia through the Literacy House in Lucknow, India, World Education is a U.S.-based agency focusing on non-formal education including functional literacy, NGO training and training applications for a variety of public and private agencies' programs throughout the developing world. As a technical agency, World Education is an intermediary and secures funds from other PVOs and the U.S. Government. Their FY '87 budget is US\$55,000 in Nepal.

**Activities:**

World Education has been involved in Nepal in a variety of programs, past and present. Earlier work included research studies on aspects of formal and non-formal education. Its major activity has been to develop the training and teaching curricula for non-formal education, including detailed materials having functional as well as literacy uses. By working with the Ministry of Education, the non-formal project has aimed for training 110,000 participants in 30 districts. Many NGOs have also tested and used the educational tools developed by WEI over seven years of effort.

More recently, World Education, with PACT support, has worked to link its functional literacy to women's income generation. After

sessions of functional literacy, an important social and learning opportunity for rural women, women are encouraged to analyze options for income and productivity activities; post-literacy materials help them manage small-scale productive activities. A daycare component is part of the experiment, along with advocacy for credit to women. The project involves the Women's Committee of SSNCC, and has had help from the NGO New Era in its income generation component. In turn, these groups have worked with "mothers' clubs" and a women's development association.

#### **Assessment of Functions and Capacities:**

World Education hopes to continue to expand its work and influence non-formal education throughout the country. The wide use of its materials and training approaches attest to their validity and careful development application to CERID's work in Chepang communities, where materials were used and adapted to a community development thrust, may help improve methods further. While perhaps not the only model of participatory learning in Nepal, WEI's work is certainly the key contribution to date in the field.

A limitation has been quality control in the bigger government program. Training of teachers has been a very limited time affair, since such wide coverage is hoped for, WEI has thus developed carefully prepared training guides to help train instructors quickly. In addition, many NGOs have begun using the WEI curriculum. They are conducting courses on their own and for government. Since NGOs have smaller areas of concentration they can continuously adapt and improve curriculum, and provide longer periods of training for instructors and supervisors. They are also in a position to link the process to practical life changes in income, health, environment and other concerns of the community. CERID has experimented with adaptations of the program for the Chepang people, stressing the need to develop non-formal approaches specific to the needs of different ethnic groups in the country. Similarly others, including SSNCC, have experimented in social process and non-formal learning approaches that begin with change of economic, health and other immediate problems instead of literacy.

While expanding and improving its program, WEI would hopefully link other social process groups and encourage non-formal learning models, enrich its own as a vehicle for human and community transformation in Nepal and perhaps explore "entry points" more relevant than literacy for certain disadvantaged groups.

Agency: MEALS FOR MILLIONS

**General Information/Functions:**

Meals for Millions is a nutrition-focused agency that conducts integrated projects. In function, it is a mixed services/development organization. It works through and with FPAN in providing funding and technical assistance to carry out its program. A U.S.-based voluntary agency, MFM has tested models of "Applied Nutrition Programs" in various countries and is attempting to adapt its model to Nepal. It maintains an office in Nepal which helps FPAN carry out the project through government linkages, management assistance and direct technical assistance to the field. Its office also studies and gathers technical information in support of the field program, and makes important links to other HMG programs and resources. MFM has a three-person, all national staff in Nepal and provides occasional expatriate backup from the US.

**Activities:**

MFM's program consists of helping FPAN conduct an applied nutrition program in 42 selected panchayats of Sindupalchok district. The program has instituted a careful survey of the area, a systematic growth-monitoring program, and a revolving loan-in-kind program operated by ward committees to help villagers invest in actions such as small gardens, livestock improvement, forestry, etc. Over 1080 gardens have been planted in the project area, 74 fund committees organized, and a range of health activities begun including ORT education, construction of latrines and clinical services. The project has also helped set up seven nurseries to provide tree saplings.

**Assessment of Functions and Capacities:**

MFM's strengths have been in developing systems for monitoring and managing the ANP, networking with other agencies and government, and committing itself to sustainable systems development within a limited time in a given project area. Initially, it has had coordination problems with other international agencies working with FPAN, but these have been resolved for the most part. MFM is testing its approach in community organization and participation, though it is too early to assess the results. It may make efforts to expand its present methodology of working with ward committees, to organizing beneficiary action groups, an action likely to strengthen program acceptance and to be a mutually-reinforcing mechanism to achieve project goals.

Agency: WORLD NEIGHBORS

**General Information/Functions:**

World Neighbors is a U.S.-based NGO. It accepts no U.S. Government funding. It has been operating in Nepal for 14 years as an intermediary agency, with a small regional office for South Asia in Kathmandu. World Neighbors has worked closely with SSNCC and through local organizations to demonstrate its community-based approaches. Its two focuses are extension of local resource and low-cost technologies and the use of innovative communication in support of development. In Nepal, the WN approach is to fund several national NGOs, and provide on-site and management-level assistance in carrying out local and national support programs. As an intermediary, it has only two staff and occasionally uses consultants. Its 1986/86 budget was US\$115,000 and its 1987 budget is US\$125,000.

**Activities:**

World Neighbor's main supportive activity is with FPAN in the development and management of an experimental community-based project in Sindhupalchok (The Baudda Baunepati Project). The program is characterized by organization of the poor in small action groups that assess their problems; plan and take action in areas such as soil conservation, fruit trees, livestock development (goats and pigs); and in the use of fast-growing leucaena trees for fodder and soil-protection, irrigation and similar self-help ventures. Local groups have also formed a water management committee and built a local water system which they manage. Health and family planning services are also part of the program.

World Neighbors also funds the Association of Craft Producers as well as assists small projects with local groups, such as Mothers' Clubs, supplies direct assistance to the Training Division of SSNCC and supports local consultant costs. This year, WN hopes to replicate its experience in Tamakoshi with a national NGO.

**Assessment of Functions and Capacities:**

Small in scale, World Neighbors is recognized for influencing development through careful use of its resources, creative ideas, and support to local institutions--which goes well beyond its budget. The agency has demonstrated grassroot efforts sensitive to local cultural needs and realities, and innovative forms of participation that show promise if adapted widely. Its "action committee" concept in particular is an excellent example of beneficiary participation for long-term sustainability. The agency's strongest ability, however, is in the area of development and extension of low-cost and local resource technologies for agriculture, agroforestry and community health.

World Neighbors is considering its role as a potential resource agency for other groups in the area of agroforestry extension, and in the development of the training and learning materials necessary as part of this service to NGOs and other interested members of the development community. Given its low-profile, and highly supportive role of local initiatives, this effort would be likely to have strong impact.

Agency: Rural Technology and Development Extension Service  
(RUTDES)

**General Information/Functions:**

RUTDES is a new non-profit consulting firm. It was established to promote simple rural technology for village development and to strengthen sustainable, human growth initiatives. "RUTDES advocates simple, inexpensive and cost-effective technology based on local skills and resources," according to their founder, Mr. Huta Ram Baidya. This service agency is an outgrowth of the BBP project of FPAN and World Neighbors, and the long years of field experience of its founder in various NGO programs.

**Activities:**

RUTDES is just underway, but for years its founder organized training and services in appropriate technology for the NGO community. RUTDES' goals include development of simple technology tailored to villager needs and capacities, extension of simple technology through training, feasibility studies of projects related to technology extensions, consultancy services, agency evaluation and the transfer of evaluation skills to villagers and publications on technology in easily readable Nepali.

RUTDES hopes to offer training on topics such as Ipl-Ipl trees, livestock (sheep, goats, pigs), kitchen gardens, nursery management, simple irrigation and drainage systems, soil conservation, small drinking-water projects, latrines, smokeless Chulas, beekeeping and preparation of extension materials.

**Assessment of Functions and Capacities:**

This group, composed of experienced rural development persons, offers hope as an agency servicing others in local resource technology. This kind of service organization is very much needed by NGOs and other groups for strengthening staffs' technical skills. The hope is that at least, appropriate technology needs will be met in part by this new initiative. Most of its training will be carried out on-site in rural field settings.

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Agency: PRIVATE AGENCIES COLLABORATING TOGETHER/US (PACT)

**General Information/Functions:**

PACT is a consortium of 27 NGOs from the U.S. and developing countries. Some of PACT's developing country members are consortia themselves, thus extending PACT's official network to hundreds more. In addition, PACT has association with hundreds of other non-member agencies through its project fund and other activities. PACT's programs include support of innovative small-scale projects through a development fund, support of consortia to develop strengthening programs for the NGO communities in their countries and regions, technical assistance in the form of learning and linkage programs to help agencies collaborate and develop more sustainable and participatory development and training programs. PACT also supports a wide range of activities through a small supportive activities fund for staff training, exchanges, seminars, fora, and supportive services to PACT-assisted agencies and projects. PACT has been supporting SSNCC and like consortia, as well as individual agency programs in Nepal. In Nepal, PACT can be classified as a strategic support agency, and an intermediary among national and external actors.

**Activities:**

PACT has funded a range of projects through its members and others that have an emphasis on community process skills, primary health care and applied nutrition, income generation, women's development and integrated community development of neglected groups like the Chepang community. It has supported CERID's project there, as well as others including the World Education/Women's Service Committee project for post-literacy income-generation, the FPAN/Meals for Millions project on applied nutrition in Sidupalchok and the Association of Craft Producers design and marketing services project.

One of PACT's main goals is strengthening SSNCC as a consortium by developing service programs to bolster the national NGO community, to link up international members and to promote participatory and sustainable development among the poor. PACT has now provided SSNCC a small grant, and made links to UNDP and others to help the SSNCC's Training, Research and Publications Division mature. Initiatives for specific NGO strengthening projects through this division are under discussion with the SSNCC and the donor community.

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APPENDIX TWO

SELECTED NEPAL NGO CAPSULE PROFILES FROM SSNCC RECORDS

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SELECTED NEPAL NGO CAPSULE PROFILES FROM SSNCC DOCUMENTATION

I. HEALTH SERVICE COORDINATION COMMITTEE

Nepal Red Cross Society  
Tahachal, Kathmandu

NRCS began in 1964 and registered with SSNCC in 1977. Its major objectives include assistance to wounded army personnel in war, provision of preventive health education and primary health programs, assistance to disaster victims, management of the junior red cross program, and promotion of world brotherhood.

Activities are as follows: services to disaster victims, provision of blood donation and/or transfusion services, ambulance services, medical care, family planning services, eye-caps, drinking water projects, training for Nepal Junior Red Cross, and involvement with the USC (Canada) project and the Sri Janaki Eye Care Centre.

Charitable Association (Paropakar)  
Bhimsensthan, Kathmandu

The organization began in 1946 and was registered with SSNCC in 1978. Its objective are: to provide service for orphans, poorest people and religious pilgrims. The association goals are to provide services for those suffering from cholera, small pox, typhoid, and chicken pox; and to arrange blood transfusions, ambulance services and maternity hospital care.

Nepal Family Planning Association  
Lainchaur, Kathmandu

NFPA was established in 1960 and registered with SSNCC in 1986. The major objectives of the association include the promotion of small families, provision of child and maternal health care, mobilization and encouragement of young people, and the implementation of family planning programs. The following are NFPA's program activities:

- Family planning clinical services through the center and branch clinics and other sub-agencies,
- The Multi-Year Voluntary Surgical Contraception Program,
- The Equipment Repair & Maintenance Program (RAM) Center in Nepal,
- Utilization of the HMG contribution for VSC Services,
- The Natural Family Planning Program in Kathmandu Valley,
- Boudha Baunepati Family Welfare Project in Sindhupalchok,
- The Integrated Family and Parasite-Control Project,

- The Integrated Family Planning and Small Farmers Development Project,
- The Rural Family Welfare Center,
- The Bangadoran Integrated Family Welfare Project,
- The Chitwan Integrated Family Welfare Project,
- Volunteer mobilization in promotion of family planning activities,
- The Deukhuri Family Welfare Project,
- The Rural Family Welfare Project in FPAN branches,
- The Nepal Applied Nutrition Program,
- The Youth Model Village,
- Integrated family planning and intensive (SAGHAN) banking,
- The Youth & Population Education Project,
- A study of legal provisions regarding sterilization,
- Family planning promotion through selected communication,
- The Planned Parenthood and Womens' Development Project in FPAN,
- Planned services in scattered human settlement areas,
- Family planning services in the organized sector,
- Branch project management development program,
- Training for community health workers under FP/MCH & ICHSDP projects,
- Training & development program for FPAN staff,
- Evaluation of branch performance,
- Knowledge, attitude & practice of family planning,
- An assessment of rural family welfare project in five branches of association, and
- Fund-raising for building construction.

Nepal Tuberculosis Control Association  
Kalimati, Kathmandu

The organization began in 1954 and was registered with SSNCC in 1984. Its major objectives are to solve the problem of tuberculosis (TB), provide services to people suffering from T.B., assist HMG programs in this connection and establish a relationship with sister organizations around the world.

Its programs include publicity to educate people about T.B., and the organization of workshops and group discussions for an exchange of ideas and experiences.

Nepal Disabled Blindness Association  
Jorpati, Kathmandu

NDBA began in 1968 and registered with SSNCC in 1980. Its main objectives include providing services to disabled persons to enable them to be self-reliant and establishing relationships with similiar organizations in the world.

The association has provided employment opportunities, training and provision of education to disabled persons and other necessary

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assistance. Activities of the association also include the establishment of Khagendra Navajivan Kendra, a center to provide training for self-reliance, and a home for disabled people.

Nepal Leprosy Control Association  
Maharajgunj, Kathmandu

NCPA started working in 1980 and registered with SSNCC in 1981. Its main objectives are to provide treatment facilities and required services for those people suffering from leprosy, draw attention of general public to the need to eradicate this disease from the country and cooperate with like organizations.

Its programs include promoting the welfare of patients and children, operating a leprosy hostel in Malunga, supporting poultry farming, a piggery project and a garment industry, and establishing the Princep Memorial Leprosy Health Post.

Nepal Netra Jyoti Sangh  
Tripureshwor, Kath.

The Sangh began in 1981 and registered with SSNCC in 1981. Its major objectives and programs include treatment of all eye diseases, provision of eye operations and basic treatment, establishment of an Eye Fund, upkeep of records of blindness, linkages with eye specialists of other countries, and preparation of plans for solving eye problems and eradicating blindness from the country. The organization has also established an eye hospital and eye camps in various districts.

Deaf Welfare Organization  
Naxal, Kathmandu

This organization started in 1985 and registered with SSNCC in 1985. Its major objectives are to train deaf persons and make them self-reliant by providing them with food, clothing and shelter; discover the cause of deafness, and eradicate and control deafness. Its programs include training, collection of records, media advertising to control cases, and organization of seminars and workshops in the subject.

This organization has also set up a deafness detection center, a school for the deaf, and an electricity wiring & welding project.

Nepal Blindness Welfare Organization  
Tripureshwor, Kathmandu

NBWC began in 1983 and registered with SSNCC in 1986. Its major objectives include training blind people to be self-reliant and

providing them services, learning about the causes of blindness and its control, and protecting the rights of the blind. Its main programs include educating the blind for self-reliance and solving the problems of childhood blindness with the help of cooperating guardians. The organization is also involved with skill development activities, training programs and a Braille Education Project.

Sri Paanch Aishwarya Health Care Welfare Trust  
Kathmandu, Nepal

This organization began work in 1975 and registered with SSNCC in 1986. Its main objectives and programs include the provision of services for disaster victims in 75 districts and related fund-raising. Currently it has been providing health services free of cost to the needy and poor persons in 51 districts.

Nepal Cancer Relief Association  
P.O.Box 334, Kathmandu

NCRA started in 1983 and was registered with SSNCC the same year. The organization's objectives are to carry out programs to eradicate cancer, offer treatment services along with other facilities, educate people about cancer, develop relations with sister organizations in the world, undertake study and research on cancer, and obtain membership with international agencies. It has been conducting such activities as the detection of cancer cases free of cost, provision of subsidies to cancer patients for air tickets, medicine distribution and use of media for education about cancer.

Mentally Retarded Welfare Organization  
Bhimsengola, Baneshwor

The organization began in 1982 and registered with SSNCC in 1985. Its main objectives and programs focus on providing training and education to the mentally retarded so that they can be self-reliant, and controlling and preventing the problem of mental retardation. The Mentally Retarded Welfare Organization has been providing education and training at the Nirmal Child Development Center and has undertaken research in this field.

Sri Ayurvedic Medical Development System  
Biratnagar, Nepal

This organization started in 1984 and registered with SSNCC in 1986. Its main objectives are to advertise Ayurvedic treatment, establish a medical shop, and undertake research in Ayurvedic practices. Its activities consist of: the establishment of the Ayurvedic Hospital, provision of services for gynecological treatment, asthma, paralysis, heart diseases, skin infections, and childhood diseases;

approaches to make the general public aware of health care measures and other related matters, and methods to improve the overall health status of the people.

Akhil Nepal Yoga & Natural Care Centre  
Biratnagar, Nepal

ANYNCC began in 1983 and registered with SSNCC in 1986. The organization's main objectives are to promote health care by utilizing national resources, organize yoga and natural care camps, and educate people about the importance of yoga and natural care. Its activities include natural care study, caring for various diseases and developing relationships with similar agencies outside the country.

Nepal Oral Health Society  
Jyatha, Kathmandu

The society started in 1984 and registered with SSNCC in 1986. Its main objectives are to provide service and treatment for oral, facial, and other related diseases; develop new care techniques to eradicate oral diseases; conduct an education program to protect people from these diseases; obtain membership with international agencies; and organize seminars and workshops locally and internationally.

II. CHILD WELFARE COORDINATION COMMITTEE

Nepal Children's Organization  
Naxal, Kathmandu

The largest organization in the country focusing on children started in 1965. That same year it obtained registration with HMG, and later registered with SSNCC. Its major objectives and programs are to initiate activities for the total development of children, physical and mental, provide educational facilities, take care of orphans, and protect the rights of children as declared by the United Nations.

NCC has been operating its Bal Mandir (early childhood education) program in all 75 districts.

SOS Children Village Nepal  
Sanothimi, Bhaktapur

SOS Children's Village started in 1972 and later signed an agreement with SOS and SSNCC. Its purpose is to provide orphans with a family environment, education, and training so that they may be eventually self-supporting.

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Its activities include the establishment of SOS Children Villages in all districts and training and education of the children.

III. WOMEN'S SERVICE COORDINATION COMMITTEE

Mothers' Club, Central Committee  
Manbhawan, Latitpur

The Mothers' Club began in 1976 and registered with SSNCC in 1985. Its main objectives and programs concentrate on developing the capabilities of women to make them economically self-supporting and implementing family welfare program activities, including family planning and child care.

The major activities carried out by this organization are adult education for women, income generation projects, and training women on family and child care. Major emphasis is also given to its expansion in other districts and the provision of employment opportunities for women. There are 35 district branches of the Mothers' Club.

Women's Development Association  
Biratnagar, Nepal

WDA started in 1981 and registered with SSNCC in 1984. This association's main objectives are to enable women in rural areas to be self-supporting by increasing their literacy rate and providing family planning, primary health care, and home-based child care and legal services.

The activities undertaken by the association include adult education, income generation projects, legal services, assistance to solve women's problems, training on health care, and skill development activities for women. Earlier its services were largely limited to Biratnagar, but recently the association became active in approximately 60 panchayats involving four districts.

Women's Development Center  
Nepalgunj, Nepal

This center started in 1979 and registered with SSNCC in 1985. Its objectives are to educate women to their rights, provide assistance to make them self-reliant, provide training for income-generation activities and opportunities for education, assist needy women, and provide support to disaster victims.

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Rural Women's Development Club  
Nepalgunj, Nepal

The club started in 1984 and established official relations with SSNCC in 1985. Its main objective is to provide opportunities for employment through vocational training.

The major activities of the club provide employment opportunities to women through vocational training, including weaving and preparing thankas and carpets. Environmental sanitation is also a concern of the club. Plans are being made to open a soap factory in the future.

Women's Welfare Center  
Bhadrapur, Jhapa

Established in 1983 and registered with SSNCC in 1986, the center aims to raise women's status in the economical, educational, and social fields. Women are encouraged to develop confidence through skills and knowledge learned by way of education, income generation training, and employment opportunities.

Women's Upliftment Service Center  
Baneshor, Kathmandu

The center started in 1983 was registered with SSNCC in 1986. Its main objectives are to educate women to raise their status, provide employment opportunities to helpless women, and provide training in knitting and cutting. The center also plans to open a library.

IV. YOUTH ACTIVITIES COORDINATION COMMITTEE

Nepal Jaycees  
Thapathali, Kathmandu

Nepal Jaycees began in 1964 and was registered with SSNCC in 1986. Its major objectives and programs are to encourage people to fulfill their social responsibilities, conduct training programs, assist community development activities, and promote brotherhood in the world through development cooperation.

Currently Nepal Jaycees has an education program for child health care.

National Youth Service Fund  
Kathmandu, Nepal

This organization was founded in 1986 as an outcome of the International Year for Youth and registered with SSNCC in the same year. Its main objectives are to give awards and scholarships for gifted students, encourage youths to initiate and contribute to the uplifting of society and country, cooperate with other agencies in carrying out its activities and collect funds to establish youth trusts in 75 districts of the country.

Godavari Alumni Association  
Thamel, Kathmandu

The association started in 1966 and established official relations with SSNCC in 1979. Its main objectives and programs include member activities in education, games and entertainment. It also provides services to helpless and low-income groups. GAA has been operating social services and development activities in a rural village in the Kathmandu Valley.

In addition, the association is carrying out social activities such as organizing seminars/workshops and campaigns.

Himali Pariwar Club  
Jaisidegal, Kath.

This club began in 1973 and registered with SSNCC in 1978. The club is currently carrying out the following activities: milk distribution services, early childhood education through a Himali children's class, free treatment service, adult education, blood donation programs, knitting/cutting training, distribution of family planning contraceptives, hygiene and sanitation education, health care projects, tree plantation, and construction work. Games, cultural dramas and other social activities are conducted for member benefit.

D.Y. Club, Goaldhunga  
Dagurnepani Bazar, Kathmandu

The club was established in 1975 and registered with SSNCC in 1978. Its major programs are to exchange ideas, experiences and knowledge on health care, organize training and social activities, and support skill development, adult education. The club has also built public taps, hostels and is responsible for maintaining the temple and wells.

United Youth Club  
Tahachal, Kathmandu

The club was established in 1971 and registered with SSNCC in 1978. The main objectives include social activities, community development and others.

Arunodaya Sports, Club  
Khichapokhari, Kathmandu

This club began its work since 1978 and obtained registration with SSNCC in the same year. Its major objectives and programs include: participation in various games, training in skill development, health care, environmental sanitation and other social activities. Blood donation services, assistance to pilgrims and seminars/meetings on various topics are some of its regular activities.

Dhulikhel Youth Club  
Dhulikehl, Kavre, Nepal

The club began in 1975 and was registered with SSNCC in 1978. To date, the club has been involved with mobilizing youth, assisting development activities, providing services for physical and mental development of youth, and initiating activities to improve social and economic conditions in rural areas. Activities carried out by the club include health care, cleanliness, health and nutrition education, operation of literacy classes, family planning services, tree plantation, forest conservation, increased support of agricultural production and women's skills training, promotion of smokeless stoves, income generation for low income groups and other social service activities.

The club is gradually expanding activities to other villages apart from the Dhulikhel area. The club is categorized as a mixed development and service agency.

Naxal Youth Group (Mandal)  
Naxal, Kathmandu

The group was established in 1970 and registered with SSNCC in 1978. It provides services related to social and community development activities.

Sri Bajraharahi (Samaj) Society Development Club  
Jharuwarasi, Lalitpur, Nepal

This club started in 1979 and registered with SSNCC in 1984 with the aim of promoting public welfare and development construction work. The following activities have been carried out: drinking water, community health service, building construction, family planning services, fish farming, a medical check-up service and skills development training.

Rudrayani Youth Club  
Khokana, Lalitpur

The club began in 1984 and registered with SSNCC in the same year. Its objectives and programs are to provide services for public welfare-related social activities, develop harmony among people living in various areas, and coordinate youth activities.

Its main activities include various public construction works, health care, adult education, tree plantation and participation in games and sports.

Janamukhi Youth Club  
Bhaurahatar Parsa, Nepal

The club started in 1970 and registered with SSNCC in 1984. The thrust of the club is to extend services for public welfare and to mobilize and encourage youth in development.

Its activities include adult education, blood donation, cleanliness campaigns, skills development for rural women, and the operation of a family planning service.

Sita Path Youth Club  
Imadole, Lalitpur

This club began in 1983 and registered with SSNC in 1983. It to provide services, offers consciousness-raising, shares ideas and experiences with other agencies, promotes peace and unity, and involves villagers in development work.

Jyoti Club  
Chhapakaiya, Birgunj

The club began in 1983 and registered with SSNCC in 1984. Service-related public welfare and encouragement of youth in development are the club's guiding principles.

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Maitri Club  
Takshar Tansen, Palpa

Maitri Club registered with SSNCC in 1980. Its main activities include the construction of public resting places and temples and the collection of tap and blood donations.

Damauli Sangam Club  
Damauli, Nepal

This club began in 1981 and registered with SSNCC in 1984. Its main objectives and programs are to assist disaster victims, obtain blood donations, and promote social activities including cultural functions, games and sports.

Bhadra Youth Club  
Kathmandu, Nepal

This club started in 1976 and registered with SSNCC in 1984. Its main objectives and programs are to foster national pride, initiate community development activities through coordination and cooperation among youths, and improve the health and educational status of the community through related activities.

Suryamukhi Peace Youth Club  
Imadole, Lalitpur

The club has operated under the SSNCC since 1980. Its main objectives and programs are to supply drinking water, construct and repair trails in remote areas, conduct cleanliness campaigns, construct resting places, and promote adult education and other social activities.

Sri Narayangadh Youth Club  
Narayangadh, Nepal

The club started work in 1984 and registered with SSNCC in the same year. Its major programs involve social services and activities to benefit youth.

Amar Youth Club  
Khashyauli, Butawal

This club registered with SSNCC registration in 1983. Its major objectives are to advance community development by mobilizing social and youth workers.

Waling Youth Club  
Walingbazar, Syangja

The club began in 1982 and registered with SSNCC two years later. It provides social services, assists disaster victims, and coordinates youth-related activities. The club has built a bus-waiting area, organized various youth activities, including games, and constructed small trails in rural areas.

Prabhat Youth Development Club  
Parsa, Nepal

The club registered with the SSNCC in 1986. It provides social services by strengthening the capabilities of youths in development tasks.

Sailungeshwari Development Association  
Daduwa V.P. Ward No.4 surke, Rammechhap

The association started in 1984 and registered with SSNCC in 1985. It has such activities as tree plantation, family planning services, assistance to the disaster victims, education, control of drug addiction, provision of drinking water supply facilities, and building of public resting places. Apart from these activities the association has constructed buildings, public taps, wells, trails, bridges and other community works.

Janjagriti Yuba Club  
Basdilawa VP, Parsa, Nepal

The club began in 1983 and registered with SSNCC in 1985. Its activities include free-of-cost medical treatment, family planning services, building public taps, maintenance of school buildings, construction of small bridges and roads, and the operation of a rice mill.

Sri Lalitya Yuba Club  
Bansbari, Tankisinwari -4, Morang

The club started in 1981 and registered with SSNCC in 1985. Its main activities are literacy for the poor, provision of employment opportunities, motivation of people to accept family planning, and strengthening the capabilities of youth to undertake various development activities.

The club's accomplishments include distribution of family planning contraceptives, operation of a primary school, construction of wooden bridges, provision of free medical services, and arrangement of sports competition and other social welfare activities.

Rhino Club  
Narayangadh, Chitwan

The club started in 1980 and was registered with SSNCC in 1985. Its major objectives and programs include mobilization of youth for development, services to conserve Nepali heritage, culture and art, the exchange of ideas and experiences with similar organizations, and other activities such as construction of taps, wells, and waiting places/stands, distribution of family planning contraceptives, collection of blood donations, and development of income-generating projects for low-income groups. Activities for the physical and mental development of members are also available.

Narayani Pariwar Club  
Ananda Narayansthan W.No.12 Kathmandu

This club started in 1976 and registered with SSNCC in 1985. Its programs and activities focus on strengthening youth capabilities, health care, adult education, blood donations, and other community development and service activities, including assistance to disaster victims, family planning, construction of trails and public resting places and their maintenance.

Youth Association  
Jaleshwor Adarsha V.P. Mahottari, Nepal

This association was established in 1984 and registered with SSNCC in 1985. Its thrust includes social activities for public welfare and strengthening youth capabilities to undertake development activities.

Prabhat Youht Club  
Baidam, Pokhara, Nepal

This club began in 1983 and registered with SSNCC in 1985. Its main activities include construction and operating a library building organization of games and sports, culture programs, education for social reform, income-generation activities for low-income groups, and skills development of youths.

Kalinchowk Youth Club  
Dolkha, Janakpur

The club started in 1970 and registered with SSNCC in 1985. Its program activities are to encourage youths to undertake development activities in the district. Activities to promote skills and knowledge of youths are emphasized. Youths are motivated to assist educational institutions and those who are less fortunate.

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Youth Jagriti Club  
Purachaur Village Panchayat

The club started and registered with SSNCC in 1984. The club's major activities are to conduct youth training and promote fish farming.

Sri Indrayani Yuba Club  
Pokhara, Nepal

The club began in 1981 and registered with SSNCC in 1985. It aims to develop youth skills, knowledge and capacity for social services. The club has constructed public taps and wells, and launched cleanliness campaigns and a health education program in all panchayats.

Sungava Club  
Ilam, Mechi Zone

This club started in 1982 and registered with SSNCC in 1985. Its activities consist of public health care, family planning and youth mobilization. The club primarily provides knowledge and skills to youth in an effort to utilize their active and meaningful participation in community development tasks.

Kalika Youth Club  
Baglung, Nepal

The club started in 1985 when it also registered with SSNCC. Its primary objective is to provide youth services secondary is to promote public and social welfare as well as community development.

Sri Raj Devi Club  
Kalaiya, Bara

This club registered with the SSNCC in 1982. The club's activities are to develop youth skills and knowledge, undertake social activities and organize various programs to strengthen the association and activities of youth. To date, the club's undertakings are education for social reform, family planning services, health care, and training in income generation and community development activities.

Sri Arunodaya Maitripurna Club  
Arunkhola Nawalparasi

The club began in 1981 and registered with SSNCC in 1986. Its activities include training in income-generating projects, cleanliness, assistance to helpless people, construction and operation of public notice boards and other activities through mobilization of voluntary services among youth.

Young Star Club  
Dopubazar, Solukhumbu

The club started in 1978 and registered with SSNCC in 1986. Its main program is to mobilize youths for social services. Its major accomplishments are construction of temples, trails, playgrounds etc.

Bhimeshwor Yuba Club  
Chisapani, Ramechhap, Nepal

The club began in 1985 with SSNCC registration. Its major activities are tree plantation, construction of water taps, wells, etc.

Sunapati Youth Club  
East No. 2 Duhu Bhalwadi, Ramechhap

This club began in 1983 and registered with SSNCC in 1985. Its major activities focus on making youths aware of drug addiction, running adult education classes, skills development training, forest conservation, health care and other social activities.

Tribeni Youth Club  
Mugling bazar, Chitwan

This club started in 1984 and registered with SSNCC in 1986. The club has constructed water taps and public and private toilets through cleanliness campaigns, conducted adult education, and given direct assistance to helpless and needy persons.

Malika Youth Club  
Shasdhara, Myagdi, Nepal

This club began in 1983 and registered with SSNCC in 1986. Its programs are related to youth, and include their participation in various games and sports, a scholarship for gifted students, and mobilization of youths to improve the educational facilities and other social works.

Arunodaya Youth Club  
Pokhara, Nepal

The club began in 1985 and registered with SSNCC in 1986. Its major objectives are to motivate youth for social services and to coordinate youth activities for development.

Dipendra Youth Club  
Nepalgunj, Nepal

The club started in 1976 and was registered with SSNCC in 1985. Its major program objective is to provide social and development activities in close cooperation with government programs. The club has been active in providing free medical treatment, voluntary labor campaigns, poem contests, assistance to disaster victims, and in promoting economic development activities.

Janahit Youth Club  
Ramnagari, Parsa, Nepal

The club was established during 1985 and registered with SSNCC in 1986. Its major activities include assistance to helpless people and other social works such as coordinating and mobilizing youth activities.

Mahendra Youth Centre  
Inaruwa - 5, Sunsari

The center began in 1984 and was registered with SSNCC in 1986. Its activities concentrate on solving various social problems through social reform, education programs, and activities to interest youth.

Kasi Janagriti Yuba Club  
Malepang, Pokhara

This club started in 1984 registered with SSNCC in 1986. Its program activities are to improve people's skill and knowledge for community development, education to reform society, and to conduct other activities related to social work.

V. COMMUNITY SERVICE COORDINATION COMMITTEE

The Reyukai Nepal  
Rathmandu

The organization began in 1977 and registered with SSNCC in 1984. Its activities focus on social welfare, and include raising funds for charitable activities, promoting world brotherhood, peace and prosperity; assisting natural disaster victims; and carrying out other social works. It also supplies educational and economic assistance to poor students.

Nepal National Social Welfare Association  
Kathmandu, Nepal

The association started in 1983, when it registered with SSNCC. Its main program objectives include increasing participation of depressed classes in national development, promoting harmony and mutual relations among the various people of the country, instituting social reform programs, and undertaking other activities to serve the interests of the poor.

Nepal Charkha Pracharak Gandhi Smarak Mahaguthi  
Manohara, Kathmandu

The organization started work in 1983 and registered with SSNC in 1984. Its major programs include training in income generation, destitute women's education and health care services; support for leprosy control activities; and construction and operation of a hostel and training center.

Nepal Jaysuets Association  
Lalitpur, Jawalakhel

The association began working 17 years ago and registered with SSNCC in 1979. Its major program activities concentrate on community development and related services.

Dukhha Niwaran Guthi  
Kalikasthan, Kathmandu

The club began in 1973/74 and registered with SSNCC in 1978/79. Its primary objectives are to undertake activities for total development of rural areas and help people actively take part in development work. Its accomplishments include construction of schools and their maintenance, a drinking water project, system maintenance, and delivery of family planning services within an integrated program.

Sri Gaon Dudhar Samiti  
Manakamana, Gorkha

This committee came into existence in 1975, with SSNCC registration in 1983. Its programs are concerned with organization of activities such as games, debates on various subjects, dramas, training in skills development, conservation of forests by tree plantation, and other social activities related to the community.

Public Service Committee  
Patan, Baitadi, Nepal

The committee was founded in 1983 and was registered with SSNCC in 1983. Its programs are to provide assistance to natural disaster victims, operate adult education classes, supply training and support for cottage industry operations, deliver family planning services, promote conservation of forests, introduce incomegenerating activities to improve the living standard of small farmers and introduce education for social reforms. The committee's accomplishments are assistance to natural disaster victims, eye camps, maintenance of temples, adult education and social activities.

VI. HINDU RELIGIONS SERVICE COORDINATION COMMITTEE

Sanatan Religion Service Committee  
Kathmandu, Nepal

The committee began in 1967 and registered with SSNCC in 1978. Its major objectives include increasing popular knowledge of the Hindu religion and its philosophy, coordinating religious activities, organizing various religious events, operating a library, maintaining and renovating various temples, promoting world peace and social activities to uplift national development, and preserving heritage and culture.

Adwait Sanstha  
Adwait Marg, Kathmandu

The association started in 1967 and registered with SSNCC in 1978. Its major program consists of promoting Hindu religion, providing ethnic education, increasing knowledge and skills on religion, maintaining and renovating temples, organizing various religious programs and illustrating and explaining the Geeta.

The association has undertaken activities such as media broadcasting of the Hindu religion, maintenance of religious (temple) places, and coordination of their activities.

World Hindu Association  
Kathmandu

The agency started in 1981 and registered with SSNCC in 1984. Its main objectives are to protect Hinduism in the world, promote its expansion, and to bring faster coordination and cooperation among world Hinduism activists. Its accomplishments include the construction of temples and religious places, operation of sanskrit schools and publication on the development of Hinduism.

Akhil Nepal Mahayan Baudha Society  
Kathmandu

The society began in 1973 and registered with SSNCC in 1983. Its program unites all Buddhists for the development of the country, promote peace in the country as well as in the world, and conduct other religious activities.

This society has undertaken activities such as health care services, publication of various books and journals on Buddhism, and celebration of various religious functions.

Sri Pashupati Religious Community Service Association  
Gaushala, Kathmandu

The association started in 1981, and registered with SSNCC in 1984. Coordination of Hinduism-related activities is its primary goal. The organization is active in assisting helpless and disaster victims. It also provides health care and other voluntary services.

Satsang Pariwar  
Lalitpur, Nepal

This organization began in 1979 and was registered with SSNCC in 1984. Its program is a mix of religion and development including activities for expansion of Hinduism, provision of drinking water by improving existing wells, taps, and ponds; construction of public rest places and temples; and undertaking other community development work, including assistance to disaster victims.

Sri Sewa Dharma Samiti  
Kathmandu

The association started in 1981 and registered with SSNCC in 1983. The program aims to raise the living standard of rural people, organize various religious functions, provide education, and undertake other social activities such as construction of trails and provision of health care services.

Sri Nimbark Satsangashram  
Hungighat, Syangja

This organization registered with SSNCC in 1984. The Ashram's prime objectives are to continue worship in various temples, coordinate religious and cultural activities, provide education on Hinduism, and promote Sanskrit language and literature.

Sri Narayan Satsang Committee  
Lubhu, Lalitpur

The committee began in 1984 under the aegis of SSNCC. Its activities include donations and grants to individuals and groups, public health care, and other community development work.

Sri Baraha Area Religious Committee  
Dharan, Nepal

The committee was founded in 1982 and that same year registered with SSNCC. Its activities concentrated on constructing resting places and buildings in Barah area, Dharan.

Sanatan Dharma Sewa Sangha Gurukulashram  
Duradanda, Lumjung

The association started in 1970 and registered with SSNCC in 1984. Its major functions are to organize religious and social activities, coordinate cultural activities, provide animal husbandry services, and construct public resting places, gardens, cowsheds and temples. Its preaching program is a daily activity.

Baudha Ardhau Sadan  
Ramghat, Pokhara

The association began in 1979 and registered with SSNCC in 1984. Its activities provides services to those interested in the Buddhist religion, and to care for and cremate the corpses of those without families or friends.

Maharsi Chetan Bigyan Sanstha  
Jhamsikhel, Lalitpur

The organization began in 1974 and registered with SSNC in 1984. Its activities are to practice yoga, promote physical sciences, support government activities, provide education on yoga, control drug addiction, and introduce income-generating projects.

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Sri Geeta Bhawan  
Dharan, Sunsari

The association started in 1984 and registered with SSNCC in 1985. Its main activities are to preach Geeta religion, institute reform in society, and provide free medical treatment to needy persons through Ayurvedic medicine.

Geeta Adhyayan Mandal  
Swayambhu, Kathmandu, Nepal

The association began in 1952 and registered with SSNCC in 1979. Its main objectives are to help people follow the preachings of Geeta religion and promote brotherhood according to the Geeta.

Motherland Service Association  
Pulchowk, Lalitpur

The association began in 1986 and registered with that same year. Its main objectives are to coordinate religious and cultural activities and encourage the people to follow the ideals of Hindu religions.

Sri Bindhyabasini Adhyatmik Sangha  
Gyaneshwor, Kathmandu

The organization began work in 1984 and registered with SSNCC in 1985. The association concentrates only in religious activities.

Bishranti Mandir  
Dhankuta, Nepal

The association started in 1984 and registered with SSNCC in 1985. It is responsible for disposing corpses, providing financial assistance for funeral ceremonies, caring for helpless people, providing health care services, and undertaking social welfare works.

Sitaram Sewa Committee  
Chadarbala, Sunsari

The committee began 28 years ago and registered with SSNCC in 1985. It is basically involved in religious activities and in operating a school.

Sanatan Bhagabhat Dharma Rajmarg  
Thaiba, Lalitpur, Nepal

The association began in 1982 and registered with SSNCC in 1986.  
Its program activities relate only to the Hindu religion.

Baudha Upasika Sangha  
Sunsari, Nepal

The organization started in 1981 and registered with SSNCC in 1984.  
Its major functions are to establish relations and promote  
cooperation among Buddhists, as well as provide services to  
respective monks to promote the Buddhist religion.

APPENDIX THREE

INTERNATIONAL NGO AGREEMENTS WITH SSNCC

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## NORWEGIAN CHURCH AID [NCA]

SSNCC and NCA being derious of providing assistance to the people of Nepal have agreed to the establishment of a prevention and control of blindness program in Seti, Mahakali and Rapti Zones.

The program gives emphasis to the need for appropriate services, use of local resources as well as community participation and seeks a meaningful integration with Ministry of Health of HMG.

The program includes the development of eye centres, basic eye services decentralized down to the village level and general strengthening of the health and social services activities in the program area as required.

### Norwegian Church Aid agrees -

- (1) To assist Netra Jyoti Sangh to manage and implement the above mentioned program.
- (2) To monitor and report regularly the program activities and achievements through Netra Jyoti Sangh.
- (3) To provide funds for the program over a five yesrs period. Annual budgets will be reviewed yearly by both parties and will reflect a gradual phasing out of external assistance.
- (4) To make available upto a total of four expatriate staff one of these shall be designated as Program Director.
- (5) The manage and implement the program, facilities and equipment during the program period.
- (6) A program planning and management committee will be constituted in consultation between NCA and Netra Jyoti Sangh with membership and duties outlined in a letter of understanding.

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WORLD MISSIONARY EVANGELISM INC. USA [WME]

SSNCC and WME being derious of furtering the children's welfare in Nepal by carrying out the upkeep, education and development activity in close cooperation with the Child Welfare Coordination Committee have agreed as follows:

WME here by agrees to -

- (1) Open Douglas Memorial Children's Homes in Nepal on recommendation of Nepal Children's Organization and will provide from its resources financial grants for the up keep, education and their development activities.
- (2) Carryout the development services for the children (orphans, children from economically deprived groups) without discrimination upon recommendation of Nepal Children's Organization.
- (3) Provide from its own resources financial grnats for housing the children in houses for purposes of carrying out the welfare and developmental activities.
- (4) Jointly formulate plan and estimated financial involvement for future development of homes like construction of building, agricultur projects, vocational school and other activities with Nepal Children's Organization and will seek the approval of the Council through Child Welfare Coordination Committee.
- (5) Appoint a representative of WME preferably a Nepalese for smooth operation of the children's services who will be responsible towards WME and the host agency for financial and administrative matters.
- (6) Any reasonable contingency expenditure involved for the supervision and evaluation of the project will be borne out of the project funds.
- (7) The grant received from the headquarter of WME will be deposited and converted into Nepalese currency and the project funds will be chanalized to the Duglas Memorial Children's Home account through Council.
- (8) Function within the general guidelines of the Council.

NORWEGIAN ASSOCIATION FOR MENTALLY RETARDED [NAMR]

SSNCC and NAMR being desirous to aid the mentally retarded in Nepal in cooperation with the Association for the welfare of the mentally retarded enter into agreement:

NAMR agrees to -

- (1) Provide from its resources funds and supplies as it can make available, for the project to be implemented in cooperation with the Association for the welfare of the mentally retarded in Nepal.
- (2) Help carryout its program on the sole basis of the need of the beneficiaries and without discrimination and to cooperate with the Association for the welfare of mentally retarded.
- (3) Ensure that any project in Nepal supported by the NAMR are undertaken in accordance with the objectives stated herein after due consultation with, and prior approval of the Council.
- (4) Channalize project money through the Council.

REDD BARNA [NORWEGIAN SAVE THE CHILDREN]

Redd Barna here by agrees -

- (1) To provide from its own resources for the delivery to its Resident Representative in Nepal, such funds and such supplies as it can make available for its program in Nepal.
- (2) To carryout its programme on the sole basis of the need of the beneficiaries and without discrimination and to cooperate with the government and local voluntary agencies in this field of activity.
- (3) To ensure that projects in Nepal supported by the Redd Barna are undertaken inaccordance with the objectives stated herein, after due consultation with and prior approval of the SSNCC.
- (4) To work harmoniously with SSNCC in all undertakings connected with its program in Nepal while maintaining its identity as a private international agency.
- (5) To furnish information on and when necessary but at least once in every four months to SSNCC, concerning its program and activities in Nepal.
- (6) To furnish information and seek approval of SSNCC concerning the assignment to the progrm of not more than one foreigner per project, excluding the representative and DRR prior to their arrival in Nepal.

Concerning the following basis of regulations of SSNCC in allowing aid from any NG national, international agency to be made available in Nepal.

- (1) The aid which is offered should be in relation to national interests and SSNCC's rules and regulations.
- (2) Only after the Council and Coordination Committee have agreed that the offered aid fulfils the social needs and wants of Nepal, it may be possible to accept the aid. Aid offering agency will have to work closely with Nepalese social organizations approved by and responsible to SSNCC and Committee.

- (3) Inspired solely by the desire to aid the needy of Nepal, Redd Barna will endeavour to carryout its work in full compliance with Nepalese laws and regulations and in harmony with local voluntary organizations and welcomes the recommendations of SSNCC and the Government of the kingdom of Nepal in attaining its objectives.

HYDER CHESHIRE MISSION FOR THE RELIEF  
OF THE SUFFERING [RCM]

SSNCC and RCM being desirous of furthering the Handicapped services in Nepal have agreed as follows:

- (1) RCM proposes that its assistance in Nepal should be utilized in closest possible association with Nepal Disabled and Blind Association (NDBA) with the prior approval of the Council.
- (2) In collaboration with (NDBA) the RCM for the relief of suffering agrees to build a residential home in Jorpati, Kathmandu on land which has been acquired by the NDBA for the purpose initially for 30 disabled persons and others in need, as defined by this agreement.
- (3) The name of the home shall be the Ryder Cheshire Home in Khagendra New Life Centre, Jorpati, Kathmandu.
- (4) The RCM shall bear all the capital and recurring expenses of this Home. Nothing in this agreement shall place any financial obligation for the construction or maintenance of the Home on the NDBA.
- (5) Wherever possible, all appropriate facilities of the Khagendra New Life Centre of the (NDBA) shall be made available to the staff and residents of the Ryder Cheshire Home and Ryder Cheshire Home shall bear fair share of the cost of the use of those facilities as determined by the committee to be established. The home and its future administration shall be the responsibility of six members - three of these shall be nominated by the Mission and three by NDBA.
- (6) The management committee shall be empowered to take all decisions regarding the routine operation of the Home.

SAVE THE CHILDREN FUND [UK]

SSNCC and SCF/UK being desirous of furthering the various services and assistance for the health and welfare of the children of Nepal provided by SCF, have agreed as follows:

- (1) For so long as existing or newly approved projects continue in Nepal, it is agreed that SCF/UK will maintain a Director with a central office in Kathmandu and expatriate staff to administer and manage the affairs of all projects and staff, and individual advisers who may be provided by SCF with the approval of the Council. The number of expatriates will be kept to the minimum required to perform essential tasks, and without the agree of the Council the present figures of four at HQ and three in each Project will not be exceeded.
- (2) The Council's approval of any project or proposal means that the prior agreement of HMG of Nepal has been obtained. To facilitate the progress of individual projects, SCF will be associated under the auspicas of the Council with a designated Nepalese agency appropriate to the nature of the work.
- (3) The existing projects commenced under agreement with the Nepal Children's Organization and SCF will continued as planned.
  - The Nepal Children's Organization/SCF joint children education sponsorship programme will continue to be administered in accordance with the already approved rules of the existing sub-committee. NCO will remain "chief administrator" as defined in the sponsorship rules.
  - For all projects existing or new, for policy matters, the channel of communication will be direct between SCF and the Council. The Council and SCF after discussions with NCO or others concerned will cause necessary decisions to be taken and implemented.
  - For the implementation of policy the designated Nepalese agency and SCF may deal direct with the authority or organization concerned, within the policy of the Council.
- (4) The Council and SCF agree that assessment of programme performance and achievement of aims will be undertaken on an on-going basis at the end of each year to allow for modifications or correction as may appear necessary to be implemented.

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SEVA SERVICE SOCIETY [SSS]

SSNCC and SSS being desirous of improving the health and welfare of the people of Nepal have agreed as follows:

SSS agrees -

- (1) To conduct its relationship with the Council through the Nepal Netra Jyoti Sangh which proposes to undertake above activities in collaboration with SSS.
- (2) To notify the Council of the identity of the SSS representative in Nepal. Any changes in the appointment shall also be communicated in writing by SSS to SSNCC.
- (3) To employ Nepali citizens in its projects as far as possible.
- (4) To channel funds for the projects through the Council on the understanding that the projects have access to these funds by direct transfer from the Council. The Council shall transfer funds to the projects' accounts as needed.

THE SWISS RED CROSS [SRC]

SSNCC and SRC in cooperation with Netra Jyoti Sangh have agreed to continue their efforts for the National Prevention and Control of Blindness Program and contribute to its objectives by undertaking an Eye Care Program in the Bheri Zone.

The SRC agrees to -

- (1) Name a representative in Kathmandu to act as liaison officer on behalf of the SRC.
- (2) Provide funds for the program for implementing the program in cooperation with the Sangh.
- (3) Monitor and report regularly about the program activities and achievements through the Sangh.
- (4) Make available required technical expatriate staff not exceeding two, one ophthalmic surgeon and one medical technical advisor depending on needs and availability.
- (5) Train ophthalmic assistants on the job, paramedics and basic health care staff, continue financial support to three medical officers till completion of their training courses in India.
- (6) Channalize funds for the project through the Council.
- (7) One four-wheel drive vehicle will be provided for the program.

The SSNCC agrees -

- a. Arrange for duty free importation of vehicle for program.
- b. Ensures that the import of all equipments, drugs and spare parts for the program are exempted from duty's and sale's tax and that any licences required are issued free of charge.
- c. Arrange for duty free importation of a reasonable amount of personnel effects and consumer goods of the expatriate staff recruited by the SRC, if necessary.

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UNDERPRIVILEGED CHILDREN'S EDUCATIONAL PROGRAMS  
[UCEP]

- UCEP Int. agrees that its assistance to Nepal shall be utilized in association with the Council.
- UCEP will continue to operate schools for under-privileged and self-employed working children upto class VII. Thereafter these boys and girls will receive training in various trade and vocational subjects in the present training school in Sano Thimi, Bhaktapur to enable them to become self-supporting.
- All educational and technical training programmes shall be in accordance with the policies of HMG.
- UCEP appreciates the wishes of the Council to provide as far as possible employment to Nepalese citizens, and will keep the number of its expatriate staff as small as possible.

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SOUTH ASIA PARTNERSHIP, CANADA [SAP]

SSNCC accepted the offer of SAP to undertake socio-economic development projects of small local Nepali Non-Governmental Organizations (NGOs) or of Village Development Committees (VDCs) in all parts of Nepal.

SAP in Nepal will undertake -

1. To work in association with the Council.
2. To appoint a representative in Nepal in consultation with the Council.
3. To Form a SAP committee in Nepal to guide and advise activities in Nepal.
4. To support the self-help socio-economic development projects of small NGOs and of VDCs in all parts of Nepal.
5. To channalize funds for the projects through the Council on the understanding that project has access to these funds by direct transfer from the Council, and the Council will transfer them to the projects account immediately.
6. To provide financial support to local projects on recommendation by the Nepal SAP committee and on the final approval from SAP Canada.
7. To provide an annual budget for the projects on SAP in Nepal and will identify and indicative figures for the project support.
8. To provide expatriate, or local experise as and if required by the NGOs, for planning, programming and implementation of the local projects.
9. Audited accounts and Annual Report will be submitted annually to the Council by SAP Nepal.

## WORLD NEIGHBORS

The primary purpose of this agreement is to facilitate World Neighbors in assisting Nepalese organizations and agencies devoted to development in Nepal in expanding their services and activities.

### World Neighbors will -

- Provide funds and assistance to the extent it can make available to local development organizations and agencies (assistance including materials and training in the field of communication and use of audio materials in extension education).
- Ensure that any assistance is carried out without discrimination and in cooperation with government and other voluntary agencies in the various fields of activity.
- Follow its normal policy of assisting Nepalese organizations and agencies.
- Will report to the Council, yearly, all grants given in Nepal with statement of program objectives and achievements.
- Will review each year's program and budget with the Council prior to the beginning of the fiscal year.

INTERCHURCH COORDINATION COMMITTEE FOR  
DEVELOPMENT PROJECTS [ICCO]

SSNCC and ICCO have agreed to assist and promote development activities in Nepal.

1. The primary purpose of this agreement is to facilitate ICCO in assisting selected Nepalese youth clubs which are related to the Youth Activities Coordination Committee (YACC) to carryout their development projects in Nepal.
2. Inspired solely by the desire to assist Nepal in the development of its people. ICCO will endeavour to carryout its activities in harmony with local organizations and will welcome the advice of the Council.
3. ICCO undertakes the support for these development projects on the advice of, and in consultation with the program "Mobilization of Youths for National Development" a joint program of World Council of Churches (WCC) and Economic and Social Commission for Asia and Pacific (ESCAP).
4. ICCO undertakes to do as follows:
  - a. Provide funds and assistance to the extent it can make available to local Nepalese Youth Clubs for the purpose of supporting their socio-economic development projects.
  - b. Prepare the projects of Youth Clubs which are to be supported in consultation between the YACC Nepal.
  - c. ICCO agrees to channel the funds from the Council.

OXFAM

SSNCC and Oxfam being desirous of cooperating in order to promote the welfare, social advancement and material well being of the people of Nepal have agreed as follows:

Oxfam will:

- Provide assistance to non-govt. al social service organizations in Nepal in accordance with the rules of SSNCC.
- Provide funds and deliver supplies to the program in Nepal through SSNCC.
- Provide support to community development program, development projects and relief and welfare activities on the sole basis of need of the community without any discrimination whatsoever.
- Undertake to provide assistance only to organizations which have been duly registered by the Council save that in cases of disaster, emergency and/or dire need assistance may be given without the necessity or prior registration provided that the Council is consulted of all such assistance and methodology of its applications.
- Make periodic field visits to the project sites as deemed necessary by its field director and/or through its local representative whose name shall be registered with the Council.

INTERNATIONAL PLANNED PARENTHOOD  
FEDERATION [IPPF]

IPPF shall set up at its expenses a field office in Nepal for the purpose of administering and coordinating its program and of promoting the aims and objectives in those countries of the Indian Ocean Region where it operates:

1. Provide technical and financial assistance, programs for dissemination of information and education on Family Planning, motivational programs and programs for providing FP services, either through its affiliate members in Nepal, its field office or other appropriate organization with the agreement of the council IPPF will also maintain close cooperation with the Council.
2. Funds required to meet expenditure within Nepal will be transferred from the main bank account into a separate bank account.
3. Presently provides fund to Family Planning Association of Nepal.

AMBASSADOR FOUNDATION (USA) [AF]

AF is entitled to use its own resources, to establish and developing a Data Processing & Information Centre under the Council.

The primary purpose of the proposed agreement is to facilitate the Council in managing domestic and foreign projects, develop a resource library and computerize the accounting system.

FA agrees -

- To provide funds and assistance to the extent it can make available (not less than approximately Rs. 800,000 per annum) in carrying out the activities like training, importation and installation of computer and associated utilities along with the maintainance, renovation, etc.
- To donate as a gift, the equipment as per attached list.
- To train a reasonable number of Nepalese in the use of computer system, and train council's staff in writing effective projects reports, proposals drafting and funding requests.
- To furnish a minimum staff of of two training experts for the project.
- To channalize project funds through the Council.
- To bear the audit fee of the project and the council will provide an auditor for the said purpose.
- At the termination of the agreement all assets shall be the property of the council.
- At the end of the agreement, the project shall be jointly evaluated.
- The agreement can be renewed, extended or amended by the mutual consent of the parties concerned.

## THE PEACE CORPS [PC]

Understanding between SSNCC and PC is to define the procedures under which Small Project Assistance (SPA) funds will be provided on behalf of PC to finance small village level activities developed by PC volunteers in conjunction with local communities.

- The activities funded under this program will be in the broad areas of food, energy, competitive enterprise development and income generation. The anticipated amount for individual activities is approximately Rs. 15 - 20,000. Each activity must also be completed within one year of its start. A total of \$ 40,000 has been made available for this project.
- Project proposal approval by PC and SSNCC. SSNCC will designate a NGO to sponsor the individual activity.
- SSNCC will open a separate account to handle the small project assistance fund and SSNCC will submit to the PC a monthly statement.

ADVENTIST DEVELOPMENT & RELIEF AGENCY  
INTERNATIONAL SOUTH ASIA [AD] (USA)

SSNCC and AD being desirous of providing relief services in times of disaster, utilize its expertise and the fund for development activities in close cooperation with HSCC.

The primary purpose of this understanding is to facilitate the AD/SA an opportunity to impart its expertise to the concerned voluntary organization and assist in development work.

AD/SA agrees -

- will provide relief service in times of disaster
- will support the development activity in terms of funding and expertise
- will ensure that the total grant for the said purpose will in no case be less than RS. 3,00,000 per annum and channelize it through the council.

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## ACTION AID [AA]

SSNCC and AA being desirous of providing assistance to the people of Nepal through the provision of social service and the promotion of rural development have agreed to reestablishment of a comprehensive community development project in Kathmandu and Sindhupalchok district.

### Action Aid agrees -

1. To advise and assist Village Development Committees to manage and implement the above mentioned program in consultation with the council.
2. To monitor and report regularly to the council on the program's activities and achievements.
3. To provide funds for the program over a 3 year period. Annual budgets will be agreed by both parties and will reflect a gradual phasing out of external assistance. Because of the long-term nature of community development. Action Aid confirms its intention to continue the funding of the project beyond the expiry of this agreement, for a period up to ten years.
4. To make available necessary expatriate staff in consultation with the council, not exceeding 2 in number, one of these shall be designated as project director. Director will be responsible to AA and shall work in close cooperation with the council and other agencies as required.
5. To manage and deploy the vehicles and office equipment purchased by the project during the period of the agreement.
6. To channelize through the council the funds necessary for the project as per the requirements of the council. These funds will be released to the project without delay.

VDC in each panchayat will manage the project activities advised by the SSNCC and project staff. Because of the long-term nature of community development it is expected that the funding will be renewed for a further 3 years after the expiry of the present agreement.

### Activities include -

- Farmer Training and Demonstration.
- Supply of Seeds and Fertilizers on credit.

BANK OF CREDIT AND COMMERCE INTERNATIONAL [BCCI]

SSNCC accepts the offer of BCCI to undertake the construction of a fully equipped Eye Hospital on the land provided by Nepal Netra Jyoti Sangh at Bharatpur, Chitawan in Narayani Zone, Nepal at the cost of RS. five million through the ICK Foundation London and the BCCI Foundation Karachi, Pakistan.

BCCI will undertake -

1. To drawup plans and drawings of the hospital in consultation with Nepal Netra Jyoti Sangh.
2. To construct the hospital and equip it according to the plans drawn up.
3. To appoint its representatives who will undertake and supervise the construction and installation of the equipments.
4. To open accounts in a bank at Bharatpur or at Kathmandu as may be convenient to which funds would be transferred from time to time for meeting the cost of construction and equipments of the Hospital.
5. To import such items of construction materials and equipments as may not be available locally.
6. To handover the hospital to Nepal Netra Jyoti Sangh when constructed and equipped on a turn key basis.
7. To have the funds of the hospital audited by a designated chartered accountant of Nepal.

## FRENCH MEDICAL MISSION IN NEPAL [FMM]

### Project

The main objectives of the project are:

- To provide primary health care to the local population
- To assume emergency cases of medical and dental care and also minor surgery
- To detect and make reports of infectious diseases such as:
  - \*Tuberculosis
  - \*Leprosy
  - \*Trachoma
  - \*Ameobic dysentery etc.
- To participate in preventive medicine, hygiene, vaccinations, birth control informations
- To supervise pregnant mothers and new borns
- To train local medical assistance
- To gather health data for the use by Nepal Red Cross Society or the govt. in future.

### Volunteer Staff

4 general practioners  
3 nurses  
1 dental surgon  
1. coordinator.

The establishment of local health care centres would be carried out in accordance with the needs of the population and the advice of the local officials. The study group has suggested Tatopani, Kusma and Jomsom as potential sites.

- Livestock and Fodder Development.
- Classroom Construction and Renovation.
- Teacher Training and Support.
- Adult Literacy
- Early morning Non-formal Classes.
- Day Care Centres for under 5 Children.
- Mother's Health and Nutrition Education.
- Primary Health Care.
- Drinking Water and Sanitation.
- Family Saving and Credit Scheme.
- Local Leadership Training.
- Reforestation and Smokeless Chulo.
- Income Generation Activities.

Over the period of 3 yrs. AA will supply \$ 1.5 million for the above project.

THE LUTHERAN WORLD SERVICE [LWS]

1. The LWS operational service program in Nepal will consist of projects in the field of relief, rehabilitation and development activities on which the council and the LWS have agreed upon by mutual consent.
2. The LWS shall -
  - a. Provide funds, personnel, equipment and any other assistance, to the extent it can make these available, for the implementation of the different projects.
  - b. Ensure that any assistance is carried out without discrimination and in close collaboration with government, the council and any other voluntary agencies in the various fields of activity.
  - c. Channalize funds for the projects through the council.
  - d. Provide a quarterly financial statement and yearly audit reports on the different projects, as well as annual narrative report reviewing and evaluating the projects.
  - e. Seek the appropriate clearance from the council for the admission of foreign personnel necessary for the implementation of the program.

## WATER AID

Water Aid in support of IDWSRS Decade will assist the council in implementing programs with an approach of development action strategy in the field of water supply, sanitation and health care.

### Water aid will -

- Provide technical assistance initially in the form of an expatriate staff for self-help water and sanitation project including technical training. The number of such expatriate staffs shall not exceed more than two at a time.
- Provide financial assistance through the council for the projects like drinking water, sanitation, construction of latrines, etc.
- Provide materials and material costs of about five self-help projects.
- Have an auditor from the council at the cost of the project.
- Provide a list of good, commodities and supplies for the exclusive use of the project before the beginning of each of the Nepalese fiscal year.

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- d. Arrange for expatriate staff to be exempted from income taxes and arrange for obtaining free multiple entry visas and travel permits for such staff and their families, if applicable.
- e. Ensure that the entire equipment and supplies now stored at the Eye Department of the Bheri Zonal Hospital will be transferred to the premises of the new Nepalganj Eye Hospital, by the Ministry of Health after expiry of the agreement between HMG & SRC.

The Nepal Netra Jyoti Sangh agrees -

- a. Provide the funds raised locally by the executive committee of the Sangh for the renovation of the necessary premises in Nepalganj and also instal necessary electricity and water supply etc. and maintain the premises in a functional condition.
- b. Depute employ and remunerate local medical, paramedical and helping staff as well as a hospital administrator. Ensure that a Nepali eye doctor will be assigned to the program.
- c. Contribute financially to the running cost of the program from income of the hospital and funds raised locally by the Executive Committee of Nepalganj Sangh.
- d. Provide a quarterly financial report to SRC.

## THE SEVA FOUNDATION [USA]

SSNCC and SEVA foundation share the desire of reducing the prevalence of blindness and blinding eye conditions in Nepal. SSNCC accepts the offer of the SEVA Foundation to establish a blindness control and prevention program in the Lumbini Zone, and other activities assisting the work of the Nepal Netra Jyoti Sangh and the Nepal Prevention and Control of Blindness program, in a manner that appropriately serves the national goal of reducing the prevalence of blinding eye conditions.

The purpose of this agreement is to increase the availability of preventive and curative eye care services for ophthalmic diseases of public health importance in the entire Lumbini Zone. The proposed activities include the eye camps and other outreach activities to increase availability of services to those presently unserved, the development and support of zonal eye care centres; and other related activities such as health education training, etc.

Services shall be integrated with the basic structures of health care delivery in Nepal as soon as possible.

### SEVA Foundation will -

- Conduct its relationship with SSNCC through the Nepal Netra Jyoti Sangh which proposes to undertake these activities in collaboration with SEVA Foundation.
- Be responsible for program supervision and implementation, and for reporting and recording of program activities, financial statements and achievements at least every four months, to SEVA Foundation and the Nepal Prevention and Control of Blindness Program, in collaboration with Council.
- Manage all programme assets for the exclusive use of the activities taking place under the terms of the agreement for the whole duration of the agreement. Any transfer of assets or major changes in objectives of the activities under this agreement will be made in consultation with and with the concurrence of the Council.
- Use its best efforts to make available personnel for implementation of the program, as requested by the Council. As far as possible SEVA Foundation will attempt to employ Nepali citizens in this program.

- Provide support to the nation wide blindness prevention effort, as deemed appropriate by the Council.
- Channel funds for the projects through the Council on the understanding that the projects have access to these funds by direct transfer from the Council. The Council shall transfer funds to the projects accounts as needed.

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## TERRE DES HOMMES [TDH]

TDH has constructed and equipped a Nursing Home for Disabled Children and its own expence on a plot of land provided by the NDA (Nepal Disabled Association) in its Jorpati complex. The target group for the project is very poor, physically handicapped and disabled children up to 15 years of age, for whom surgery would offer a good chance of their leading and independent life as a result, and very poor children, whose lives can be saved by undergoing surgery of any kind. Preference is given to children from remote areas. For the children admitted to the NDC, based on the above mentioned criteria, TDH will continue to provide their necessary surgical treatment, orthopaedic aids with the cooperation of the existing services in Nepal, at and after care in the NDC, carried out by a qualified nursing staff under the responsibility of the doctor in charge. The NDC accomodates 32 children at a time.

The NDC committee, constituted in 1983 with three members from TDH and three members from NDA/HSCC, will be maintained for the smooth functioning of the project. This committee will meet periodically:

- to assist the project in the realisation of its goals
- to examine and evaluate the progress of the project
- to take decisions regarding identified problems, new proposals and general programming. The committee, if and when necessary will formulate rules and regulations for the smooth working of the project.

Day to day decisions regarding the normal implementation of the prjoect, as per the agreed objectives and techniques, will be made by the project incharge who will be responsible to the committee.

TDH hereby agrees to -

- a. provide all recurring expenditure for the project, approximately RS. 12 million for the total project period.
- b. Channel funds for project expenses through the Council.
- c. Exclude the salaries of its expatriate staff in the project budget allocation.

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- d. Have an auditor from the Council at the cost of the Project.
- e. Submit a detailed list of goods to import for each fiscal year in Nepal for prior approval of the Council.
- The counterpart agency for this project will be the Nepal Disabled and Blind Association (NDBA).

BY

CHRISTOFFEL BLINDEN MISSIONAL,  
BENSHEIM F.R.G. [CBM]

SSNCC and CBM being desirous of delivering services as per appended program to the blind persons in the kingdom of Nepal through the Nepal Association for the Blind have agreed as follows:

CBM shall -

- a. Provide regular capital recurring grants for the program for the period of agreement, in accordance with the budget negotiated annually between Association and the Mission.
- b. Provide a program coordinator for support of the program.
- c. Make available needed personnel for implementation of the program as required by the Association.
- d. Channalize funds for the project through the Council.

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## FOSTER PARENTS PLAN INTERNATIONAL

SSNCC and Plan International agree to undertake a welfare and development program for needy children of low income families.

1. The primary purpose of this agreement is to facilitate the aid and service of Foster Parents Plan International to the needy children of Nepal.
2. Foster Parents Plan International will -
  - a. Provide from its own resources for delivery to Foster Parents Plan International in Nepal such funds and supplies as it can make available for its welfare program in Nepal.
  - b. Carryout its welfare program on the sole basis of the need of the beneficiaries, without any discrimination, and in cooperations with government and private agencies in this field of activity.
  - c. Follow its normal policy of employing and training as many host country nationals as the program requires, limiting its foreign personnel to as few people as possible.
3. Inspired solely by the desire to aid the needy children of Nepal, either directly or through their families and communities, Plan International will endeavour to carryout its work in full harmony with local welfare organizations, and will always welcome the recommendations of the council in attaining its objectives for the successful operation of a mission of this nature.
4. The general design of the in-country program developed through mutual discussions with the appropriate authorities, will reflect the closest possible associations between Plan International and its sponsoring agency.
5. The in-country program of Foster Parents Plan International can be enhanced or modified at any time by mutual agreement.
6. The Foster Parents Plan International Field Director will be the person responsible to Plan's Int. HQ for the expenditure of money and for the overall program and is also responsible for providing information to considerg advice from and consulting with the sponsoring agency.

## NEPAL SCHOOL PROJECTS, CANADA

The primary purpose of this agreement is to facilitate the Nepal School Projects (NSP) in initiating the development activities in Kavre district according to Ilaka wise concept work with CSCC.

### NSP agrees -

- Provide funds and assistance to the extent it can make available (not less than approximately US \$ 50,000 per annum) in carrying out the activities like primary health care with provision of basic medical supplies, training in health education, drinking water pipelines, school building construction, small irrigation facilities and initiating income generating projects, etc. pertaining to basic needs.
- Ensure that the assistance is carried out without discrimination based on caste, creed, race or religion and in cooperation with govt and other voluntary agencies.
- Concentrate its program in Ilaka # 5&6 of Kavre district and for Ilaka # 3,4,8 & 9 it would continue prelaunched program.
- REport council.
- Review each year's program and budget.
- Channalize project funds through council.

THE JAPANESE RED CROSS SOCIETY [JRCS]

SSNCC and JRCS being desirous of furthering community services especially on drinking water and primary health care in close cooperations with the Health Service Co-ordination Committee have agreed as follows:

UNICEF agrees to participate in the tube-well construction in three districts namely Parsa, Bara and Rautahat by providing construction materials and technical support.

JRCS agrees to -

- Undertake the procurement and shipment of equipment and materials needed for the project.
- Assign a Japanese construction company called "Nissaku Co. Ltd." for the maintenance of tube-wells with high head hand pumps already installed during the previous years in the project area.
- Channalize the project funds through the council.
- Work in close association with Nepal Red Cross Society for formulating project proposal monitoring and evaluating the project.
- Limit the number of Nissaku Co. Ltd. personnel to work in Nepal up to two.

NRCS agrees to -

- Implement the Project.
- Submit its annual plan, program and budget jointly prepared with JRCS for the approval of the SSNCC before the end of April of each year.
- Utilize the existing special fund (entitled as JRCS Development Fund) provided by JRCS as running costs of the project, keeping the capital sum intact.
- Submit quarterly progress and financial reports to JRCS and the council.
- Affix the symbol of mark of JRCS to each of the equipment and materials supplied by JRCS.

JAPANESE ORGANIZATION FOR INTERNATIONAL  
COOPERATION IN FAMILY PLANNING [JOICFP]

SSNCC and JOICFP agree to initiate the integrated family planning and parasite control project as a pilot scheme in selected rural communities in Nepal to provide family planning program.

1. JOICFP (funded by IPPF) shall be the sponsoring agency.
2. JOICFP will provide assistance for running two pilot projects - one in Panchkhal and the other in Bhaktapur Town Panchayat.
3. The steering committee for the project shall have the highest policy and decision making role for the project.
4. The Nepal Family Planning Association will be the channalising agency.
5. JOICFP shall make available funds and supplies to the projects during the preparatory phase (1978) equivalent to \$ 27,721 and during the operation phase (1979-1980) equivalent to \$ 60,000 annually.
6. Quarterly financial report and progress report, including program data, format are to be submitted to the sponsoring agency.
7. Funds for assistance will be channelized through the council.
8. The program can be expanded or modified by mutual agreement between the council and JOICFP.

## MOVEMENT FOR DEVELOPMENT [MFD]

SSNCC and MFD being desirous to establish community participation in Health Education and Family Planning in close cooperation with the Health Service Coordination Committee have agreed to work as following:

Movement for Development registered in Italy has agreed:

- a. Work in association with the council.
- b. Provide funds for the project through the council for the period of agreement.
- c. Make available qualified Italian volunteers subject to availability, for those specific development projects selected for support. MFD will make its best endeavours to ensure that the Italian volunteers are adequately trained.
- d. Cover the cost of referring to the Italian volunteers sent in Nepal i.e. preparation wage, journey at beginning and end of service and allowances.
- e. Cover the insurance of the Italian volunteers.
- f. Conduct in country training program for the volunteers.
- g. Report to council.

UNITARIAN SERVICE COMMITTEE OF CANADA (USC)

- USC will provide:
  - assistance to the non-governmental social service organizations in Nepal should be conducted in closest possible association with the council.
  - Funds and supplies from its own resources for delivery to the programs in Nepal through the council.
  - Support to Projects and integrated community development programmes on the sole basis of the need of the beneficiaries without any discrimination and in co-operation with the council.
  - USC Canada will be represented in Nepal by a local representative selected by USC and approved by the council.

MEALS FOR MILLIONS/FREEDOM FROM HUNGER FOUNDATION (MFM)

The agreement is made between SSNCC and MFM for furthering community based applied nutrition program in selected areas of Nepal.

The proposed program will be planned and implemented in North Indrawati Block of the Sindhupalchok District and will be extended to and replicated in other areas in Nepal.

MFM agrees

1. MFM proposes to initiate a community based Applied Nutrition Program in close association with SSNCC.
2. MFM will provide the necessary funds and materials for implementation the program and any consultation services.
3. MFM will be represented in Nepal by Program Director who shall be responsible on behalf of the MFM to co-ordinate its assistance in Nepal.
4. MFM shall not withdraw its participation in the programs without giving a minimum of one year of notice of intention. In the event of withdrawal, MFM shall code to the SSNCC or designated organizations, all the equipment and vehicles.

SAVE THE CHILDREN USA

SSNCC and SCF USA being desirous of furthering community based integrated rural development programmes in selected rural areas of Nepal have agreed as follows:

1. SCF USA proposes to continue its community based integrated rural development program in close association with the council.
2. The program will continue to implement and expanded to other selected needy panchayats of the Gorkha District. SCF and council can jointly determined if the program should be replicated in other districts of Nepal.
3. SCF will provide funds for staffing, field office operation, training of Nepali staff, community workers, consultancy services and projects for a period of three years, through the period of co-operation may extend for 8 - 10 yrs.
4. SCF USA will be represented in Nepal by a Field Director who will be responsible on behalf of SCF to co-ordinate its assistance in Nepal.
5. SCF appreciates the wishes of the council to provide as far as possible, employment to Nepalese citizens and will keep the number of expatriate staff as small as possible.
6. SCF will not include the salary costs of its expatriate staff in the budget allocations submitted to the council.
7. The council will very closely work with the Federation in the implementation of the projects by the local community committee.