

**DanidaHUGOU
HUMAN RIGHTS AND GOOD GOVERNANCE PROGRAMME**

**Semi-Annual Progress Report
1 January – 30 June 2008**

**'Strengthening Institutional Good Governance within NGO Federation
and Its Member Organisations'**

NGO Federation of Nepal

July 2008

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1. Introduction

The Semi-Annual Progress Report of the *Project* entitled "Strengthening Institutional Good Governance within NGO Federation and Its Member Organisations" of NGO Federation of Nepal (NFN) covers the period of 1 January- 30 June 2008. The report is basically a reflection of activities implemented within the given time frame that incorporates the lessons learned in pertinent to the *Project*. The main purpose of preparing this report is for future reference as regards to improving and identifying appropriate way of interventions when necessary. It is hoped that the report would be the eyeglass to help NFN to overview the progresses made by the *Project* in the past.

The report is the significant contribution of the entire task force of NFN including the staff at the Centre, Region along with the Board Members of NFN. Documentation of learning, issues and concerns generated by the internal review sessions and monitoring visits have added input to the report. Besides, collection, compilation and recording of all the information under the *Project* from the beginning, made it possible to materialise the initiative of drafting this report. Therefore, the entire reporting process has remained inclusive and participatory that reflects the concerns of every individual associated with the *Project* and highlights all the activities implemented as such.

The primary user of this report would be NFN itself where NFN will refer the report as a guiding tool to learn about the issues incurred during implementation and in carrying out the similar interventions in the days to come. Moreover, this report could be a reference to the member organizations, partners and stakeholders in designing and carrying out similar activities with improved adjustments and changes in future. Beyond the organization, this report could be a reliable document for the donor during monitoring and evaluation of the *Project*. It could be used as a reference material to develop and initiate new concepts and ideas with relation to Institutional Good Governance in the Nepalese context.

2. Project Overview

2.1 Achievements

Given below are the achievements against the Semi-Annual targets established for the reporting period in the Annual Work Plan 2008.

	Indicators 2008	Progress on Indicators 2008	Targets		Means of Verification
			Activities Jan-Jun 2008	Activities achieved Jan-Jul 2008	
Immediate Objective					
To enhance institutional good governance practices within a strengthened NGO Federation and its member organisations nationwide	<ul style="list-style-type: none"> ▪ Increased adherence to good governance values and principles within the institutional set-up and functioning of 	1. The basics of good governance internalised by NFN and its Members in their behaviour and within the organizational			

	<p>NFN and its members</p> <ul style="list-style-type: none"> ▪ Enhanced institutional capacity of NFN and its members to promote human rights protection and promotion, social justice promotion and pro-poor development work 	<p>framework.</p> <p>2. Normative debate about the principles, values and ethics of good governance promoted among NGOs.</p> <p>1. A common general understanding of the concepts as regards to good governance developed amongst NGOs and NFN Members.</p> <p>2. NFN and its Members developing and implementing organisational policies and systems</p> <p>3. Conceptually clear and skilled NGO workers advocating and campaigning to promote human rights and good governance in NGOs.</p>			
Outputs					
Output 1 NFN and its	<ul style="list-style-type: none"> ▪ Institutional good 		<ul style="list-style-type: none"> ▪ Organise district level 	Completed	District programme

<p>members effectively engaged in institutionalising good governance policies, procedures and systems within their organisational set-up and operations</p>	<p>governance policies, procedures and systems developed and implemented within NFN and its member organisations at all levels</p> <ul style="list-style-type: none"> ▪ Organisational management frameworks developed and implemented within NFN and its member organisations ▪ Reference materials promoting institutional good governance, and public transparency and accountability published and widely shared 		<p>training workshop on Institutional Good Governance and Right Based Approaches in 11 districts</p> <ul style="list-style-type: none"> ▪ Organise Networking and Alliance Building Meetings once in all 50 Districts Chapters and 5 Regions ▪ Production of two types of IGG Posters in English and Information Board for 15 Districts Chapters ▪ Continue conducting Membership Expansion campaign 191 times in districts including publicity through print media at Central Level 	<p>Networking and Alliance Building Meeting completed in 43 Districts out of 50 planned. The Regional Level Meeting were cancelled as strong IGG networks were functional independently.</p> <p>Completed</p> <p>108 times out of 191 times have been conducted by Districts. The programme that was to be conducted for 83 times more along with publicity through Print</p>	<p>reports, NFN publications</p> <p>District programme reports, NFN publications, media cuttings</p> <p>Minutes of NFN, Posters dissemination lists</p> <p>District reports, NFN Publications</p>
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				Media which were cancelled as there needed some modification in the activities	
			<ul style="list-style-type: none"> ▪ Conduct NGO Bill Preparation Campaigns once in the Central Region and 67 Districts 	<p>NGO Bill Preparation Campaign completed in Central Region and in 46 Districts out of 67. The activity was cancelled in 21 remaining districts because it was not relevant to conduct the activities as the reviewed draft of Social Development Act was already submitted to SWC</p>	<p>District Reports, Participant's list of meeting with SWC, Sangalo-NFN's publication, List of suggestions from districts to review the Act.</p>
			<ul style="list-style-type: none"> ▪ Conduct National Level Workshop on finalising the draft of Social Development Act and submit to government and political parties <i>(New)</i> 	<p>The programme is procrastinated to July</p>	<p>NFN minutes</p>
			<ul style="list-style-type: none"> ▪ Production of three 	<p>Two Bulletins (English and</p>	<p>NFN website, Distribution</p>

			<p>issues (two in Nepali and one in English) of Good Governance Bulletin</p> <ul style="list-style-type: none"> ▪ Update and upload (twice) information from NFN, member NGOs, success stories of the project and other NFN initiatives to NFN website ▪ Printing and distribution of policy documents, bulletins, reference materials, booklet) to the member and non-member organisations ▪ Conduct Regional level Review and Reflection once in all five regions ▪ Conduct district level 	<p>Nepali each) published and Disseminated</p> <p>Completed</p> <p>Printing and Distribution of additional 500 copies of Sachetak completed. Printing and distribution Booklet and of additional 2500 issues of Sachetak will be done in July.</p> <p>Completed</p> <p>Programme conducted 59</p>	<p>lists, Courier Bills</p> <p>NFN website</p> <p>NFN minutes, quotations, distribution lists</p> <p>Programme reports and presentation</p> <p>District Reports, NFN</p>
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			Reviews and Reflections once in all 65 times in districts	times in districts out of 65.	Publications
			<ul style="list-style-type: none"> ▪ Conduct Central level Review and Reflection once ▪ Support Regional Resource centres 	Completed	Programme Reports, Presentations Programme Reports and NFN Publications

Major Achievements against Objectives and Outputs

Within the six months from January-June 2008, the *Project* has achieved some measurable progress. Some achievements in the table above have been further made simpler and elaborated as follows-

Training on Institutional Good Governance and Right Based Approach

11 Districts as planned have completed the Training on Institutional Good Governance (IGG) and Right Based Approach. NFN had a target to train 220 individuals from 11 Districts where 245 NGO activists availed the training exceeding the target. Out of 245 participants, 132 male and 113 female participants representing various NGOs participated in the training. (*Please refer Annex 4. for gender disaggregated data of the training*). The NGO activists who participated in the IGG training are now acting as catalysts and are advocating to institutionalize the IGG policy within their organizations. For instance; 10 different NGOs in Surkhet have conducted IGG training on their own initiative after they participated in the training.

Networking and Alliance Building Meeting

Networking and Alliance Building Meeting has been conducted in 43 times in Districts out of 50 planned. There are 7-9 Members in average in each network representing NGOs, CBOs, INGOs, Government Officials, and Members from other Networks, Alliances and groups. It has been noticed that the already established networks are proactive and are looking forward in establishing functional networking with government agencies at all levels. As such, NFN District Chapter Palpa that consists of 20 NGO representatives as members in it's IGG network has done a praise worthy job (*Please refer Annex 5 for the participant's list of the IGG meeting of Palpa*). As the network is conducting social audit, public hearing and is mobilizing the organizational resources effectively, the District Development Committee (DDC) Palpa decided to mobilize the NFN IGG

Network for monitoring and managing the resources of DDC for community development instead of forming a new network. DDC of Palpa is one of the members of the IGG Network. 'Ram Bahadur Raut', regional incharge of the Western Region and the Central Board Member of NFN along with the President of District Chapter 'Devi Lal Lamichane' are closely coordinating the network with DDC for strengthening the Government-NGO relations and for enhancing governance within the government structures.

NGO Bill Preparation Campaign

NGO Bill Preparation Campaign is completed in Central Region and in 46 Districts out of 67 Planned. From Central Region 68 NGO representatives and 1320 NGO workers from 46 Districts have already contributed in drafting Social Development Act (SDA). After joining the campaign, the NGO workers who were unaware about Social Development Act (SDA) before are now promoting normative debates on how the Act should be and what should be role of NFN in promoting NGO rights. They are reviewing the Act in the line of requirements that are needed in strengthening the NGO movement and are seeking for development space for NGOs in the changing political context. In this regards, NFN has already conducted several meetings with the Social Welfare Council to lobby government on implementing such Act (*Please refer Annex 6 for the participants' list of the meeting with SWC*). Following the review of the Act, all political parties, including line ministries, will be lobbied to introduce pro-civil society legislation enacted as a Democratic Social Development Act. Commitment of SWC to support NFN in its endeavour to work for NGO rights is yet another achievement of this massive campaign. NFN has realised that a synergy is required among the NGOs and Government agencies from district to central and ministerial level to work towards social development.

Publish and Dissemination of Institutional Good Governance Bulletin

Two issues (Nepali and English each) of the IGG Bulletin have been published and disseminated out of three planned. As they carry relevant information on good governance, their demand in the NGO community in the recent times has been overwhelming. NFN at the first stance published additional 500 copies of Sachetak, which was still falling short against the demand. NFN therefore has doubled the production of the bulletins from 2500 to 5000 to meet the demand of the NGOs. It is realised that the bulletins have helped NGOs to establish uniform standards and understanding of governance in keeping with Nepalese ground realities.

2.2 Major Challenges Faced in the Reporting Period

The major challenges that were faced are mostly related to the implementation of some District Level Activities within the given time framework. Due to the problems related to commuting and communication because of geographical remoteness, political uncertainty, inactive District Chapters, activities like Networking and Alliance Building, Membership Expansion Campaign, NGO Bill Preparation Campaign and Review and Reflection were delayed in some districts. However, despite the problems, NFN is working tactfully to overcome the challenges. The Districts are constantly monitored by the Center Office to conduct activities on time and submit the report periodically. Moreover, the inactive District Chapters and the districts that lack capacity to conduct activities are guided by the Regional Committee Members, the Regional Incharges, and the Central Office to conduct programmes.

Other challenge was related to accomplishing the activities planned in the initial quarter of 2008 that were suspended due to holding up of the Constituent Assembly election as the entire nation, including NFN was involved in the preparation and observation of CA elections. NFN, however

tried to speed-up the activities post-CA to meet the deadlines. Considering the difficulty of conducting district activities that require much groundwork and preparation in absence of a regular staff, the staff at the regions in coordination with the District Committee were mobilised to simplify the work and reporting.

Likewise, the problem was magnified because of the minimal budget allocated to the activities (due to flat budgeting, despite the contradictions initially) which was not sufficient to meet the travel expenses, accommodation of the participations specifically in the remote areas. Further to that, natural calamities (due to heavy monsoon) are one such reason that hindered the initiation of programmes especially in the hilly areas like Jumla, Mugu and Dolpa of the Karnali Region. Because of problems related to commuting due to land slides activities are suspended in the following districts until monsoon.

The Membership Expansion Campaign is the most important activity under the project. However, the challenge was posed by the overly ambitious target of affiliating 7000 member organisations within April 2008 (within total project period) which could not be met though the renewal of membership has increased comparatively. At this juncture, NFN has realised that the target itself is unachievable and should be modified to make it more realistic. Therefore, to identify the setbacks on why such target could not be met and to find out the main concerns of NGOs as regards to their affiliation to NFN, there was a need to cancel the programme than continue it. Though NFN is conducting the campaign and is advocating to increase the membership base through IGG networks informally and by advertising through its publications, the activity of Membership Expansion Campaign and Publicity through Print Media within the IGG project is annulled.

2.3 Analysis of Unintended Consequences

NFN had assumed that the lingering political uncertainty would end with the Constituent Assembly (CA) Elections. It had hoped that a new government with the fresh mandates from the people will be formed freeing the national development from the situation of stagnation and socio-economic dilemmas. Though NFN knew that the post-CA challenges of reviewing the security reform, state restructuring would invite challenges, it had all the reasons to believe that the new government will deliberate its work towards Nation Development. However, due to the lingering promises to enforce all past agreements on peace, lack of consensus on power-sharing between the political parties and lack of absolute trust among them, the entire constitution building process is in fluid situation.

Moreover, with the seven-party alliance and the spirit of consensus having collapsed and new power-equations emerging, it looks like the politics is nothing but a game of endless possibilities and uncertainties. Frequent strikes, disturbances and unrests in all parts are still the part of the daily regime as the concerns of general people haven't found any resonance at the National level. This has certainly affected some of the *Project* activities causing delays and interruptions in smooth implementation..

Although most of the *Project* activities centre on institutional development of NFN members and are less dependent on external factors, a National Level Workshop on NGO Bill Preparation which was planned in light to lobbying the new government to enforce the Social Development Act. However, as things certainly do not look as promising in terms of political stability, the workshop has been procrastinated till July hoping that a new government to address the concerns of people would be formed by then.

Key Learnings (both negative and positive)

- It is realised that a Institutional Good Governance and Right Based Approach Training should be followed by a refresher training/workshop or concrete discussions on leadership, social inclusion, human rights so that the NGO workers retain whatever they have learnt in past and make possible use of the emerging concept in their work
- Good Governance has a very broad working area. Though the major aim of the project was to aware NGO workers of good governance values and make them adopt policies and systems accordingly, some concrete issues of NGOs should have been selected like social inclusion and transparency for generating concrete achievements and quantitative outputs by preventing diffusion of work.
- To influence/motivate others to institute the IGG policy; NFN needs to internalize the policy and systems itself first
- It is realized that the capacity building of the district chapters is equally important along with the Regional Resource Centers for timely execution of the activities and periodic reporting. Budget should be allocated to the capacity building of the district chapters as well. There is a need of a long-term programme to see the impact in the districts.
- Nominating of the deserving women and individuals from the marginalized groups in the training and activities is very important to bring them to the mainstream development. Also, while selecting the representatives for trainings, NFN from now on-wards should prepare a fix criteria and guidelines (minimum qualification, work experience, trainings attended before) for nominating the right representatives and for ensuring meaningful participation.
- NFN has learnt that the transparency of the organization can be maintained by emphasizing on the distribution of the relevant information and documents and by conducting social audits and public hearing of the organization activities.
- Establishing linkages and building strategic relations with the government agencies at all levels give more visibility to the work and help in creating synergy to work towards social development.

2.4 Project Implementation Status

Outputs	Delayed activities, if any	Reasons for Delays	Proposed Action
Output 1 NFN and its members effectively engaged in institutionalising good governance policies, procedures and systems within their organisational set-up and operations	<ul style="list-style-type: none"> ▪ Networking and Alliance Building Meetings to be conducted in 7 Districts ▪ Conduct National Level Workshop on finalising the draft of Social Development Act and submit to government and political parties (New) 	<p>Activities suspended due to CA elections and delayed due to natural calamities resulted from heavy rainfall.</p> <p>The programme is procrastinated to July due to political uncertainty and lack of consensus among policies parties in sight to agree in</p>	<p>Prioritise to complete the activities in July 2008</p> <p>The workshop would be conducted in the last week of July 2008</p>

		formation of government of republican Nepal that would hopefully address the concerns of NGOs by enforcing the Act.	
	<ul style="list-style-type: none"> ▪ Production of one issue of Nepali Bulletin on Institutional Good Governance Bulletin 	Due to delay in conducting activities in the districts that publication covers the production is procrastinated	The Bulletin will be published in July 2008
	<ul style="list-style-type: none"> ▪ Printing and distribution Reference Materials, Booklet) to the member and non-member organisations 	Due to delay in production of bulletins and booklet, distribution is delayed	Will be done in August 2008
	<ul style="list-style-type: none"> ▪ Conduct district level Reviews and Reflections for 6 times in districts 	Delayed due to difficulties related to mobility in monsoon	Will be done in the July 2008

2.5 Deviations

No major deviations and problems have occurred in implementing the activities during the reporting period from January-June 2008.

2.6 Outstanding Issues

No such outstanding issues incurred during the implementation of the project activities from January-June 2008.

3. Financial Performance

3.1 Overall

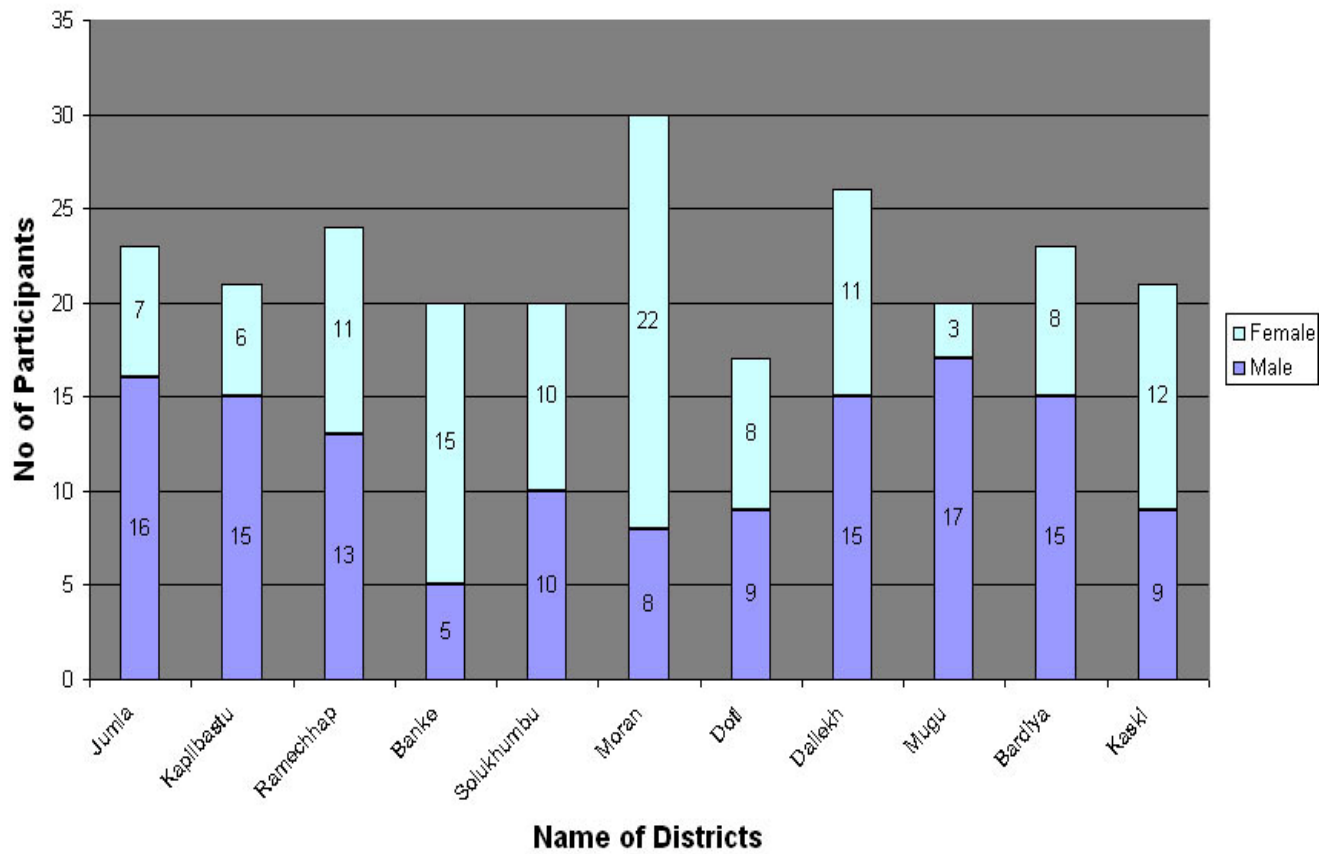
The overall financial performance against the Project achievements is progressive and satisfactory. All the stakeholders are aware of its cost effectiveness and every rupee spent on any activities is highly valued. Most of the activities have been implemented as per the plan accordingly. There are some instances where although activities are completed they are not included in the report, as their financial formalities are not met.

3.2 Budget Utilisation

Outputs	Budget for the Period (a)	Actual Expenditure in the Period (b)	Variance (a-b=c)	Budget Utilisation (%) (c/a*100=d)
Output 1 NFN and its members effectively engaged in institutionalising good governance policies, procedures and systems within their organisational set-up and operations	38,26,378	32,62,133	5,64,245	85.25%

ANNEX: 4

5.1 Gender Disaggregated Data of Institutional Good Governance & Right Based Approach Training



ANNEX: 7

5.4 Case Studies

Empowered NGO make for true Local Development

Dalit Development Society (DDS) was not a renowned name amongst the NGOs in Salyan District. Though it was working for the rights of Dalits in the district, it had only few networks and contacts with NGOs. The communication with the communities and the NGOs in the district was not frequent and was limited to like minded NGOs. Besides, all the work of DDS was depended upon informal plans, informal structures and by the word of mouth. The NGO had no structure, did not follow any system and additionally, DDS lacked organization policies and Vision, Mission, Goal and Objectives (VMGO).

However, realizing the importance of following a proper system, having a formal structure, proper communication channel and strategic plans, DDS has initiated such development measures with the whim of governance brought by NFN in the district lately. DDS has already started drafting its strategic plan, formulating financial policies and has begun a practice of using letter pad and a stamp of the organization for giving legitimacy to the decisions the organization makes. Cheque books are kept well, transactions are done through banks and practice of signing in a blank cheque is totally discouraged. The IGG movement in the district has empowered DDS towards following such initiatives.

At present, The Executive Board of DDS has become more active and is meeting frequently for formulating organizational policies. Likewise, the staff of the organization are preparing action plans and documenting every activity of the project. DDS member Ms. Gita Pahadi says 'We make an account that every decision of the organization is passed from the meeting and is well documented'. Moreover, its linkage with other NGOs have expanded. Networking and coordinating are the tools that DDS has adopted in its development endeavor. It has developed better relation with the community it works for and the communication and participation of the beneficiaries is given more priority than ever. The changes made in the organization have been equally praised by other NGOs and they believe that the changes witnessed in DDS would certainly have better implications in its works and in the development of the local community that it works for.

Promoting Human Rights: Moving Forward as One

Saptari District is situated in the Eastern Terai of Nepal. Recently due to the political situation, the district had become prone to conflict and violence. In this scenario, District Chapter Saptari of NFN has been functioning as a peace campaigner to promote Human Rights and Good Governance. It has played a highly appreciative role in peace building by bringing the dissident community and groups into peace process through facilitating dialogues and discussions between them. The Regional Committee of NFN through the IGG Networks and Membership Expansion Campaigns were able to interact with different groups of people that helped them towards bringing a fundamental change of belief about roles of CSOs in development and the need of promoting human rights and good governance in forming a just and inclusive society.

Altogether one hundred and twenty four NGO members of Saptari District have already participated in the IGG Programme activities that has resulted in binding the NGO members as communities of one world who have common understanding of human rights issues and good governance standards. Moreover, after their participation in training on Good Governance and Rights Based Approaches, their commitment to promoting human rights issues in Saptari has been accompanied by the moral influence to inspire changes in attitudes and behaviors along with their organizational governance. According to Indra Prasad Ram of Janachetana Dalit Sangam, now more than dozens of organization have started following social auditing practices.

The President of District Branch Saptari says 'NGO workers need information, trainings and programmes to update and enhance their skills to advocate for people's rights'. According to Sudarshan Chaudhari, Member of District Committee, 'Rights Based movement hasn't materialized in Nepal due to limited understanding among NGO Workers about rights issue. He also views that lack of good understanding about good governance amidst the NGO workers have hindered the institutionalizing of good practices in NGOs. At present, the District Branch consists of 6 members in the working committee that represent people from indigenous community, one from dalit community, 2 from Madheshi and 2 representing hilly regions. 'We have learnt the importance of social inclusion for organizational development from the IGG Programme' says Rajesh Chaudhari, working Committee member of Helping Hands for Development.

Working towards change, the district branch have been repeatedly conducting programmes on 'Why and For What NGO Federation' where, they talk about expanding membership base of NFN along with creating a platform for the emerging NGOs to work in collaboration with NFN on human rights issues and good governance. The women NGO workers have shown impressive representation in such programmes that helped them to raise their voices towards violence and suppression and have helped them to understand the human rights issues better.
