

**Strengthening Accountability and Governance of NGOs in Nepal
(SAGON)**

Annual Progress Report

17 July 2016-16 July 2017

Submitted to
**Embassy of Switzerland in Nepal
Federal Department of Foreign Affairs
Ekantakuna, Lalitpur**

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NGO Federation of Nepal



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Federal Department of Foreign Affairs FDFA
Swiss Agency for Development and Cooperation SDC

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LIST OF ABBREVIATIONS

BOGs	Basic Operation Guidelines
CSOs	Civil Society Organisations
DDC	District Development Centre
GoN	Government of Nepal
HR/HRM	Human Resource/Human Resource Management
IBGM	Indicator based Governance Monitoring
ICS	Internal Control System
IEC	Information, Education and Communication
IGG	Institutional Good Governance
MOWCSW	Ministry of Women Children Social Welfare
NFN	NGO Federation of Nepal
NGOs	Non-Governmental Organisations
NPC	National Planning Commission
PMC	Project Management Committee
PSC	Project Steering Committee
RFP	Request for Proposal
SAGON	Strengthening Accountability and Governance of NGOs in Nepal
SDC	Swiss Agency for Development and Cooperation
SWC	Social Welfare Council
TA	Technical Assistance
TNA	Training Need Assessment
TOT	Training of Trainers

Project Summary	
Title	Strengthening Accountability and Governance of NGOs in Nepal
Abbreviation	SAGON
Total duration	15 November 2014-30 September 2017
Goal	To contribute to improved services to the people, especially disadvantaged groups, through a more effective, transparent and accountable NGOs with sound internal control systems and management.
Objective/s	To improve accountability, institutional governance and management capacity of NGOs
Partner(s)	NA
Target group(s)	NGOs, NFN network, and Civil Society networks/alliances/federations
Final beneficiaries	<i>Civil society activists and campaigners</i> working with poor, marginalized women, vulnerable people, excluded communities including Dalits, Muslims, indigenous nationalities, differently able people, sexual minorities, and the people living in remote areas.
Expected Outcomes	<p>Outcome 1: NGOs adopt stringent Internal Control Systems (ICS) and principles of good governance for strengthening their internal governance and management capacity.</p> <p>Outcome 2: The NGO Federation Nepal (NFN) and its regional and district chapters effectively backstop and monitor member organizations' compliance with good governance and management principles.</p>
Expected Outputs	<p>Outputs under Outcome 1.</p> <ul style="list-style-type: none"> - NFN members complied with the NGO Law, the NFN Code of Conduct, and the Basic Operation Guidelines (BOGs); - Participatory planning, steering and reporting mechanism established/strengthened; - Internal Control Systems, including administrative, financial and personnel management systems established/strengthened; - Adequate division of roles and functions of board and the management of NFN members ensured; Boards and staff composition of NFN members is inclusive in terms of caste, gender, and ethnicity; Workforce diversity is promoted and monitored regularly. <p>Outputs under outcome 2</p> <ul style="list-style-type: none"> - Increased understanding of principles and practices of good governance and ICS among NFN and its regional and district chapters, - Indicator based Internal Good Governance Monitoring (IBGM) system established and used by NFN and its chapters - Hotline for technical assistance on governance issues established and used in NFN and its regional resource centers - Local Resource Persons identified and trained at centre and region
Key Activities	Activities under outcome-1

	<ol style="list-style-type: none"> 1. Publish NGO-Governance resource books 2. Organize trainings on Internal Control System and NGO Management 3. Organize training on Institutional Governance of NGOs 4. Institutionalize NFN's Code of Conduct, Istanbul principles of CSO development effectiveness and Basic operation Guidelines (BOGs) 5. Publish Newsletters 6. Organize multi-stakeholder meetings on resource mobilization 7. Establish database of workforce diversity of NGOs <p>Activities under outcome-2</p> <ol style="list-style-type: none"> 1. Develop regional coordination mechanism 2. Develop organization management guideline of NFN 3. Organize capacity development training to NFN district chapters 4. Monitoring of Code of Conduct, Istanbul Principles of CSO development effectiveness and BoGs 5. Organize sharing and review workshops in the regions 6. Awarding best performing district chapters 7. Coordination meetings with key stakeholders at central level 8. Organize National Civil Society Conferences for development effectiveness
	<p>Total Estimated Budget</p>

Executive summary

NFN has been implementing the project titled "Strengthening Accountability and Governance of NGOs in Nepal (SAGON)" since 15 November 2015 in support of Government of Switzerland. The three-year project aims to improve governance and management capacities of NGOs, consequently further enabling them to contribute in national development process effectively. This report primarily presents information of progresses and achievements made in the periods from 17 July 2016 to 16 July 2017 (Year Three).

In Year Three, Project Management Committee meetings took place 14 times and they took several operational decisions and reviewed the progresses and achievements. Similarly, 2 meetings of Project Steering Committee were also concluded and they had taken some important policy decisions. The Project Steering Committee meeting approved selection of the service provider for ICS and Institutional Governance training and Capacity Development Training of NFN District Chapters.

In Year Three, several activities were executed to achieve the outcome one. One of the important activities i.e. Training on Internal Control System and Institutional Governance was conducted in 72 districts. 2113 NGOs were directly benefited from those trainings. Solukhumbu, Bara and Mustang district could not conduct this training. An orientation programme was organized on Code of Conduct, Istanbul Principles and BOGs in Dolakha district. NFN published two issues of Sachetak and one issue of Pro-Action. NFN was able to collect data related with workforce diversity, ICS and management of NGOs, from 1766 NGOs of 72 districts.

Under the outcome two, 124 resource persons have been developed in the country, who are now able to facilitate training on ICS and Institutional Governance of NGOs. IBGM was introduced in 5 districts, namely Rupandehi, Morang, Makawanpur, Dang and Bajhang. Similarly, hotline service system has been introduced in 5 districts namely Kaski, Udayapur, Rautahat, Banke and Kailali. First phase capacity development training was organized in Dolakha, Udaypur, and Gorkha district. Similarly, second phase capacity development training has been started in this year. One TOT has been completed in central development region on 16-18 July. As in last year, monitoring of Code of Conduct, Istanbul Principles and BOGs has been conducted in 140 NGOs of 13 districts namely Taplejung, Dhanding, Ramechhap, Lalitpur, Sarlahi, Baglung, Gorkha, Palpa, Jajarkot, Rolpa, Jumla, Kanchanpur, and Achham. Sharing and review workshops were organized in 5 development regions this year. A national civil society conference was convened in Bharatpur Chitwan on 13-14 December 2016, which was concluded with 13-point Chitwan Declaration. In the conference 5 best performing districts were awarded. On the other hand, two coordination meetings were held, which were remained very important to discuss on 2030 Sustainable Development Agenda. A half-yearly review meeting was organized on 16 March 2017 in Kathmandu.

All the project activities were implemented very smoothly in this year, but local elections held in May and June have posed some disturbances in project activities. As in last year, NFN has maintained the books of accounts of the project. In total NFN has received NRs. 56,000,000/- from SDC and NRs. 44,459,377/- has been spent in this year.

Outcome Monitoring Summary
(17 July 2016-16 July 2017)

Output targets				
OVERALL OBJECTIVE: To contribute to improved services to the people, especially disadvantaged groups, through a more effective, transparent and accountable NGOs with sound internal control systems and management.				
Outputs	Indicators	Target until 16 July 2017	Achievement till date	Comments
Outputs under Outcome 1: NGOs adopt stringent Internal Control Systems (ICS) and principles of good governance for strengthening their internal governance and management capacity.				
NGOs are aware of ICS, NGO Act, Code of Conduct, principles and practices of NGO management and good governance	No. of NGOs whose representatives are trained on ICS and relevant tools of NGO management and principles of good governance	1875	2113	3 districts (Bara, Solukhumbu and Mustang could not conduct this training)
New Internal Control System established (or strengthened)	% of NGOs that have established or strengthened ICS	80	65	1129 out of 1746 NGOs
Participatory project planning and steering mechanism established (or strengthened)	% of NGOs that have established and used participatory planning and steering mechanism	70	91	1601 out of 1766 NGOs
Personnel Management System (PMS) and monitoring in place	% of NGOs that have adopted PMS and apply PMS for the monitoring of the staff	50	48	829 out of 1735 NGOs
Financial Management System and financial monitoring/reporting is in place	% of NGOs that have adopted and applied Financial Management System	80	74	1306 out of 1765 NGOs
Administrative procedure and procurement system is in place	% of NGOs that have adopted/ amended administrative procedure and procurement systems	80	58	975 out of 1678 NGOs
Policy and procedure for promoting work-force diversity established (or strengthened)	% of NGOs that have adopted procedure for promoting work-force diversity	80	60	1051 out of 1739 NGOs
GESI mainstreaming tools and instruments adopted	% of NGOs having inclusive board in terms of caste, gender and ethnicity	50	35	618 in 1766 sample NGOs

	% of NGOs having clear guidelines for making an inclusive board and staff structures	80	60	1051 out of 1739 NGOs
Separation of roles of board and management	% of NGOs that have separated the board and the management with a clear ToR	80	73	1245 out of 1711 NGOs
Outputs under Outcome 2: The NGO Federation Nepal (NFN) and its regional and district chapters effectively backstop and monitor member organizations' compliance with good governance and management principles				
Increased understanding of principles and practices of good governance and ICS among NFN and its regional and district chapters	Systems established in NFN and its regional and district chapters to implement Internal Control system based on NGO Act and Code of Conduct and principles of good governance.	At centre At 5 regions At 75 districts	At centre At 5 regions At 72 districts	
Local Resource Persons (LRPs) identified and trained at centre and region	No. of LRPs trained to provide support to NGOs	125	124	

1. Basic information

NGOs/CSOs, an integral part of civil society, have been widely recognized as an essential actor in development worldwide. Increasingly, they have become important players in local, national, and international development process. In the past decades, NGOs/CSOs have seen a significant change in their role and influence in society and politics. They are, now, one of the major providers of essential services, influential advocates for marginalized groups and knowledgeable advisors on public policy. NGOs/CSOs have been perceived as instrumental in the process of democratization of Nepal. As in 13th National Development Plan, 14th National Development Plan has also stated to promote roles of NGOs in social and economic development at local level by developing coordination, cooperation and inter relation in the programmes of government, non-government, and community sector.

NFN is the National Platform of Nepalese NGOs comprising 6089 members affiliated. NFN has its own network throughout the country including 75 district chapters and 5 regional committees. Its Strategic Plan 2015-2018 envisions building an inclusive, participatory, democratic, prosperous and peaceful society. NFN aims to strengthen CSOs; mobilize citizens to fight against poverty and injustice; facilitate social movements to ensure and protect rights of poor, women and marginalized communities; and to defend autonomy of civil society. So, NFN has been continuously involved in the process of building NGO friendly enabling environment, capacity development and improving institutional good governance of NGOs, work on key public agendas, and policy advocacy.

On this backdrop, NFN has been implementing a project titled '*Strengthening Accountability and Governance of NGOs in Nepal*' (SAGON) since 15 November 2014 supported by Embassy of Switzerland in Nepal/SDC. The objective of this project is to improve accountability, institutional governance and management capacity of NGOs. This report is prepared aiming to present information regarding progresses and achievements made by the project during the period from 17 July 2016 to 16 July 2017 (Year Three).

2. Outcomes achieved

Outcome 1: NGOs adopt stringent ICS and principles of good governance for strengthening their governance and management capacity

During this reporting period, several activities have been executed to achieve the above-mentioned outcome. NFN was able to collect data from 1766 NGOs of 72 districts on the basis of progress indicators. Status of progresses on major outcome indicators was remained followings:

- 2113 NGOs have received training on ICS and NGO Management Training
- 35 % women are represented in key positions of NGOs
- 50 % executive board members in NGOs are from marginalized communities
- 60 % NGOs have clear guidelines of social inclusion
- 69 % NGOs are practicing rotation of leadership
- Among total staffs 43.32% are women in NGOs
- 49 % staffs are from marginalized communities
- 48 % NGOs have a separate human resource policy
- 69 % NGOs have administration policy

- 74 % NGOs have financial policy
- 73% NGOs have defined TORs of boards and staffs
- 74 % NGOs have prepared clear organogram
- 90% NGOs have been conducting AGM/GA timely
- 99 % NGOs have been conducting Social Audit
- 90 % of NGOs are found with excellent and good category to have complied with NGOs code of conduct
- 90% of NGOs have been complying BOGs

Outcome 2: NFN and its regional and district chapters effectively backstop and monitor member organizations' compliance with good governance and management principles

Key achievements made respective to the indicators of this outcome are followings:

- 72 district chapters have been trained on ICS and Institutional Governance
- 124 trainers were trained to deliver training on ICS and Institutional Good Governance
- Hotline Service System has been established in 5 districts of five development regions
- IBGMs were introduced in 5 districts of five development regions
- 86 % of NGOs are regularly conducting regular board meeting
- 57 % of NGOs are practicing delegation of power among the staffs

3. Outputs achieved, performance and partners

3.1 Design webpage and update (activity 1.2)

NFN has created a webpage inside its official website: www.ngofederation.org. This webpage aims to highlight the information related with SAGON project. Basic information of the project has been presented in this page and all the outputs, reports and related materials of the project have been uploaded. The webpage was regularly updated in the year.

Output: Internal Control Systems, including administrative, financial and personnel management systems established/strengthened

3.2 Organize trainings on Internal Control System and Institutional Governance (activity 2.2)

This training is one of the major activities of the project that aims to develop proper self-regulatory system and practices, and to improve the management capacity of the NGOs and enable them to manage their organizations in effective manner.

A total of 2415 representatives including 1298 males and 1117 females from 2113 NGOs had participated in this training. The details of participants have been given in *Annex-IV*.

Selection of Service Provider (activity 2.2.1)

Training on internal control system and institutional governance is one of the core activities of this project. NFN conducted this training in 29 districts last year. But, based on the recommendation of the evaluation report of the training, the project decided to conduct this training through some improvements in terms of contents, participation, delivery and duration. For this NFN prepared a RFP (*enclosed*) and called for the proposal for the service provider. Number of proposals were collected and based on the documents and interview process RITI consultancy was selected as a service provider. As per the contract between RITI consultancy and NFN, two persons (Mr. Chhetra Gopal Pradhan and Mr. Pratish Shakya) were deployed as the resource persons.

Develop Training Manual based on TNA (activity 2.2.2)

Before conducting TOTs in regions a TNA was done in all districts, NFN sent questionnaire to identify the training needs. The service provider prepared the training manual (*enclosed herewith*) based on the TNA and shared with SDC and NFN. The training manual encompasses training methodologies, training contents, total duration of sessions and reading materials.

Organize Training of Trainers at regional level (activity 2.2.3)

Training of Trainers (TOTs) were conducted in five development regions according to the training schedule included *Annex-I*. The main objective of the TOTs was to develop Local Resource Persons on Internal Control System and Institutional governance of NGOs and they will facilitate the training in the districts. A total of 124 participants received the TOTs. Information about the dates and participants of TOTs is given below.

Table 1: Date, Venue and Participants of the ToTs

Region	Date	Venue	Participants		
			M	F	Total
Central Development Region	2-6 January 2017	Dhulikhel Village Resort	18	7	25
Western Development Region	9-13 January 2017	Pokhara Village Resort	16	9	25
Mid-Western Development Region	16-20 January 2017	Maruti Nandan Hotel, Neplagunj	16	9	25
Far-Western Development Region	22-26 January 2017	Saathi Hotel, Dhangadi	18	6	24
Eastern Development Region	30 Jan-3 Feb 2017	Swagattam Hotel, Biratnagar	22	3	25
Total			90	34	124

The training manual was distributed to all participants at the final day of the ToTs in each region.

Organize Full Training (3-day) in Districts (activity 2.2.4)

After ToTs of five development regions ICS and institutional governance training was conducted in 44 districts targeting to the NGOs, but the training was not able to be conducted in Bara, Solukhumbu and Mustang districts (*See Annex II for list of the districts*). The participants enriched their knowledge on basic operational systems of organizations, different tools and techniques of internal control system, relationship between organizational policies and guidelines and governance system of NGOs. The training helped the NGOs for maintaining their institutional good governance. Some NGOs have amended their organizational guidelines and financial policies after the training. For instance, SISEA Nepal that works for women's empowerment in Dang district amended its management guidelines after training. Similarly, Sundar Nepal of Surkhet district prepared an action plan with annual budget as such type of provision was not found in that organization in past. According to the participants of the training the training

remained fruitful for ensuring governance and effective monitoring system of their organizations. Similarly, Dalit Women Rights Forum-Nepal that works for the rights of Dalit Women in Kailali district formed an inclusive committee representing non-Dalit women in the committee and this organization formed purchase committee to purchase goods for the organization. A training operation guideline (*Enclosed*) was provided to the NFN District Chapters in order to manage the training systematically.

Organize Refresher Training in 28 districts (activity 2.2.5)

NFN had decided to conduct refresher training in 28 districts where the ICS training was already concluded in Year Three. As per the work-plan the training was conducted in 28 districts in this year. The training was conducted with slightly minimizing the contents. (*See Annex-III for the name of districts*).

Output: NFN members complied with the NGO Law, the NFN Code of Conduct, and the Basic Operation Guidelines (BOGs)

3.3 Institutionalize NFN's Code of Conduct, Istanbul Principles of CSO Development Effectiveness and Basic Operation Guidelines (activity 2.4)

Orientation on NFN code of conduct, Istanbul principles of CSOs development effectiveness and BOGs (activity 2.4.2)

The orientation on NFN's Code of Conduct, Istanbul Principles of CSO development effectiveness and Basic Operation Guideline was conducted in Dolakha district on 23 July 2017. The central and regional committee members facilitated the orientation in the district. Members of district chapter and representatives of NGOs participated in the programme. This orientation remained fruitful to share experiences of governance practices in their NGOs.

3.4 Publish newsletters (Activity 2.5)

The project published and disseminated two issues of quarterly newsletter entitled "Sachetak" and one issue of "Pro-action". All these issues have covered the information about the project activities. Similarly, the relevant articles on ICS and NGO governance and contemporary issues were included in the newsletters. The newsletters were widely distributed to the districts and key stakeholders at regional and central level. (*Please refer to enclosed newsletters*)

Output: Boards and staff composition of NFN members is inclusive in terms of caste, gender and ethnicity and workforce diversity is promoted and monitored regularly

3.5 Establish database on workforce diversity (activity 2.7)

The project has planned to establish a database of workforce diversity of NGOs. The central office developed a guideline and survey questionnaire form (*enclosed*) and sent to the district chapters for data collection. In order to make uniformity in the format the central office prepared a compilation format and sent to the regional offices. The regional coordinators collated the data from the districts and then they were compiled at regional level, which were received by central office. This time data has been collected from 1766 NGOs of 72 districts. Data received at centre were analyzed. Some findings are presented in *Annex-VI*.

Output: Increased understanding of principles and practices of good governance and ICS among NFN and its regional and district chapters

3.6 Develop regional coordination mechanism (activity 3.1)

NFN has project offices in centre and each development region. Regional offices have continued their functions as regional hubs and they are fulfilling their responsibilities to undertake day-to-day activities of the project in the regions. Each regional mechanism has a regional coordinator and they have been providing technical guidance and operational supports to the regional offices. Regional Committees of NFN supervise the works of the regional offices.

Table 2: Regional Programme Coordinators

SN	Region	Name of Regional Programme Coordinator
1	Eastern Region, Biratnagar	Mr Kuber Karki
2	Central Region, Hetauda	Mr Ramjee Neupane
3	Western Region, Pokhara	Mr Keshab Poudel
4	Mid-western Region, Nepalganj	Mr Chhabilal Sunar
5	Far-western Region, Dhangadhi	Mr Chintamani Dhungel

Regional offices are supporting in maintaining communication and coordination with NFN district chapters and stakeholders such as government line agencies.

Output: Local Resource Persons identified and trained at centre and region

3.7 Organize capacity development training for NFN district chapters (activity 3.3)

The project has planned to organize capacity development trainings targeting to the 50 District Chapters of NFN with technical supports from TA service provider. The aim of this training was to enhance the capacity of NFN district chapters so that they would be able to work in the districts in efficient and effective manner.

A) Phase One

To capacitate the NFN district chapters in various aspects such as institutional management and good governance NFN organized three trainings in this period in following districts, where training could not be conducted in Year Three.

- Dolakha district : 22-23 July 2016
- Udayapur district : 21-22 July 2016
- Gorkha district : 8-9 August 2016

The role of the district chapters, basic concepts of good governance, NFN policies and their implementation strategies in the district level were the major contents of the training.

B) Phase Two

To develop capacity of the NFN district chapters is one of the objectives of this project. In phase two, NFN has planned to conduct the capacity development training for NFN district chapters in 50 districts. For that purpose it has planned to develop necessary resource persons to facilitate the trainings at district level.

Development of training manual

In this year, NFN assigned Mr. Krishna Chandra Neupane, as a service provider, to provide technical services for this activity. In this year, NFN has finalized the training manual (*enclosed*) based on the TNA, targeting to the local resource persons.

Training of Trainers

After preparation of the training manual, a ToT was conducted at Dhulikhel Training Centre of Kavre district in central region on 16-18 July 2017. Schedule of TOT is given in *Annex-VIII*. Same TOTs will be organized in next year, which has been already scheduled.

Output: Indicator based Internal Good Governance Monitoring (IBGM) system established and used by NFN and its chapters

3.8 Establish Indicator Based Governance Monitoring (IBGM) System and evaluate Compliance of Internal governance of member NGOs

In order to monitor the practice of good governance and management system of NGOs, NFN had planned to conduct IBGM system in five sample districts in this year. NFN has prepared indicators for the monitoring of the governance system of NGOs. For the purpose of monitoring NFN organized orientations in five districts. NFN District Chapter members, NGOs, District Coordination Committee, District Administration Office and members of Federation of Nepalese Journalists were the main participants of the orientation. Through the orientations the participants were able to get knowledge on monitoring system of NGOs and its procedures. NFN has developed an orientation operational guideline (*enclosed*) targeting to the districts for the purpose of orientation. Oriented districts were provided a guideline (*enclosed*) for the purpose of monitoring process.

Table 3: Orientation on IBGM System

SN	District	Region	Date
1	Rupandehi	Western	21 March 2017
2	Morang	Eastern	23 March 2017
3	Makawanpur	Central	30 March 2017
4	Dang	Mid-Western	6 April 2017
5	Bajhang	Far-Western	10 April 2017

Rupandehi, Dang, Morang and Bajhang districts successfully completed IBGM monitoring exercise, but Makawanpur district could not complete the monitoring this year. The monitoring was conducted after the selection of NGOs in sample basis. Based on the total number of member NGOs of NFN at least 5 to 10 NGOs were selected for the monitoring. Altogether 21 NGOs were monitored in this year and its some findings are presented in *Annex-VII*.

3.9 Establish Hotline TA Service

In order to provide the counselling services to the NGOs. As per the plan NFN organized five orientations on hotline services in five districts this year. An operational guideline (*enclosed*) was developed for the purpose of orientation in the districts. Similarly, a guideline has been developed on Hotline Service System (*enclosed*). During the orientation the facilitators facilitated the working procedures of hotline services, time and duration; facilities of this service were informed during the orientation. All members of the district chapters and some CSOs representatives of the district

were the main participants of the orientation. The names of districts and dates are shown in the following table.

Table 4: Orientations on Hotline Service

SN	District	Region	Date
1	Kaski	Western	9 March 2017
2	Udayapur	Eastern	27 March 2017
3	Rautahat	Central	29 March 2017
4	Banke	Mid-Western	7 April 2017
5	Kailali	Far-Western	8 April 2017

3.10 Monitoring of Code of Conduct, Istanbul Principles of CSO development effectiveness and BOGs (activity 3.5)

The project aims to develop sound self-regulatory system, improve the management capacity of the NGOs and enable them to manage their organizations in effective manner. Therefore, NFN monitored the situation of Code of Conduct, Istanbul Principle of CSOs development effectiveness and BOGs. This year monitoring has been completed in 13 districts. Although 15 districts were selected, Udayapur and Saptari districts of eastern region could not conduct the monitoring due to the local level election and the time constraints of resource persons.

Table 5: Districts participated in monitoring exercise

SN	Region	Districts completed
1	Eastern region	Taplejung
2	Central region	Dhanding, Ramechhap, Lalitpur, Sarlahi
3	Western region	Baglung, Gorkha, Palpa
4	Mid-western region	Jajarkot, Rolpa, Jumla
5	Far-western region	Kanchanpur Achham

140 NGOs were randomly selected for monitoring. Out of the 140 NGOs 87 were found excellent, 39 were found good, 2 were found moderate, and 12 were weak in implementing the Code of Conduct. It was found that the orientations organized in last year on Code of Conduct helped them to increase their knowledge on institutional governance.

Out of 140 NGOs 50 were found excellent in applying Istanbul Principles in their day to day working modalities and 62 were found good. In the same way, 25 NGOs were moderate Istanbul principles and 23 were weak. It was found the member NGOs were less informed about the Istanbul Principles.

Regarding BOGs, data shows that out of 140 NGOs 99 were found excellent in implementing BOGs, 18 were found good. In the same way, 16 NGOs were found moderate and 7 were found weak.

A format of monitoring was developed by central office and sent to the selected districts and resource persons and they were briefed about the format. The District Chapters conducted monitoring in presence of a representative of District Administration Office, District Coordination

Committee and a central or regional member of NFN. The central office also sent guideline (*enclosed*) and compilation sheet to the district chapters of selected districts. NFN centre has analyzed the monitoring data and come up with findings, which are given *Annex-VIII*.

3.11 Organize sharing and review workshops in the regions (activity 3.6)

The project organized sharing and review workshops in this period. The aim of these workshops was to share experiences and lessons of district chapters in the regions. Workshops reviewed the problems and challenges faced by the district chapters regarding project and the NGO sector. As per the plan, the workshops were organized as following:

Table 6: Sharing and Review Workshops

SN	Region	Date	Venue
1.	Mid-western region	23 October 2016	Nepalganj
2.	Far-western region	25 October 2016	Dhangadi
3.	Western region	27 October 2016	Pokhara
4.	Eastern region	4 November 2016	Biratnagar
5.	Central Region	12 November 2016	Hetauda

The workshops were remained useful to share the experiences and lessons of the ICS Training. In order to organize the regional workshops, NFN hired a consultant. The final report submitted by the consultant is *enclosed* with this report.

3.12 Awarding best performing district chapter (activity 3.7)

NFN awarded five districts as the best performing districts in this year during the National Civil Society Conference of Bharatpur, Chitwan. One best performing district from each region was provided cash worth to Rs. 10,000 with the certificate of appreciation by the chief guest i.e. Rt. Hon. Vice-president Mr. Nanda Bahadur Pun. Taplejung district from eastern region, Bhaktapur district from central region, Kaski district from western region, Dailekh district from mid-western region and Dadeldhura district from far-western region were awarded during the conference based on their performance in 2016. NFN central office prepared a guideline for the selection of best performing districts and handed over to all regions. As per the provisions of the guideline (*enclosed*) three-member assessment committee was formed in each region and a committee was also formed at the centre. The central level committee approved the names of the best performing districts based on the recommendation of the regional assessment committees.

3.13 Coordination meetings with stakeholders (activity 3.8)

NFN organized several coordination meetings with various organizations such as civil society networks, federations, alliances, government and international agencies in this period. These meetings were remained useful to improve the participation of CSOs in policy engagement.

29 December 2016

NFN organized a coordination meeting on 29 December 2016 in Kathmandu. Member of Legislative Parliament, CSO representatives, academicians and other stakeholders were present in the meeting. The purpose of the meeting was to share the information about activities of CSOs regarding SDGs, update the progress of SDGs' implementation, and to dig out the issues related with implementation at country level. The meeting was chaired by president of NGO Federation of Nepal Mr. Gopal Lamsal and Honourable Member of Legislative Parliament Mr. Ananda Prasad Pokharel was present as the special guest. Two presentations (i) Sharing on outcome of Regional Consultation the SDG Baseline Publication: Evidence based advocacy for Gender Equality and

Localization of SDGs and Asia and Pacific, and (ii) Introduction of National Voluntary Review were included in the meeting. Ms. Shanta Laxmi Shrestha facilitated the first presentation with the contribution of Beyond Beijing Committee (BBC) for the formulation of indicators of SDGs as per the global context. She shared that due to the lack of disaggregated data, it is difficult to find out the current status of the people in the country. Later, Executive Director of NGO Federation of Nepal Mr. Daya Sagar Shrestha presented about the National Voluntary Review since Nepal is one of member states that going to take part in voluntary review process in 2017. Mr. Shrestha also informed about the High Level Political Forum to be held from 10-19 July 2017 in New York.

12 April 2017

NFN organized a coordination meeting on SDGs on 12 April 2017. The main purpose of this meeting was to discuss on implementation of SDGs in the country. Representatives of constituencies, thematic groups, and INGOs were the participants of this meeting. All together there were 35 organizations in this meeting including NFN officials. The first session was focused on sharing information of their activities on SDGs and role they are playing to achieve SDGs. The meeting decided to work out on the national indicators of SDGs. Focal organizations were asked to coordinate organizations and identify indicators in national context. They were asked to lobby with ministries and thematic working groups of NPC/GON for their incorporation in government document as government was preparing a baseline report on SDGs. Meeting had also decided to prepare a country report on SDGs' implementation on behalf of CSOs. The meeting was remained insightful in the sense that it provided an opportunity to listen diverse viewpoints of the participants.

3.14 Organize National Civil Society Conference for development effectiveness (activity 3.9)

NFN organized a national civil society conference in Bharatpur Chitwan on 13-14 December 2016. The conference was inaugurated by the Rt. Hon. Vice-president Mr. Nanda Bahadur Pun. The senior political leaders, leaders of civil society, representatives of the different NGOs participated in the conference. The conference focused its discussion on three major subjects, i) Roles of NGOs in changing political context and NGO-friendly environment; ii) Effective implementation of SDGs 2030 for right to development and strengthening roles of CSOs; and iii) Roles of CSOs on Disaster Management and Enhancing contribution of NGOs in post-earthquake reconstruction. The conference was concluded with 13-point Chitawan Declaration (*Annex-V*). A proceeding report has been *enclosed*.

3.15 Organize half-yearly Review Meeting (activity 3.10)

A Half Yearly Review meeting of the project was held on 16 March 2017 at New Baneshwar, Kathmandu to share and review the progress of the project. The main objective of the review meeting was to share and review the activities accomplished from 17 July 2016 to 15 March 2017. There were a total of 25 participants including representatives from the Ministry of Women Children and Social Welfare; Social Welfare Council, UNDP, National Information Commission, Ministry of Federal Affairs and Local Development and SDC. Similarly, regional presidents of NFN, Regional Programme Coordinators, and central committee members of NFN were also the participants of the meeting. The Regional Programme Coordinators from each region made presentation of their progresses (*enclosed review meeting report*).

4. Project Management and Financial resources

4.1 Project Steering Committee

A Project Steering Committee (PSC) composed of representatives from SWC, NFN and SDC was formed at national level, which works as an apex body of the project. This committee is headed by the president of NFN. The committee is responsible for providing strategic directions and taking decisions based on oversight process.

4th Steering Committee Meeting

Fourth Project Steering Committee Meeting was held on 12 September 2016 in Kathmandu. The Meeting decided to finalize the consultant required for training on ICS and institutional governance of NGOs. Based on the proposals submitted by five consultants RITI Consultancy Pvt. Ltd was selected. The meeting also decided on the ranking of the consultancy firms.

5th Steering Committee Meeting

The fifth meeting of PSC took place on 5 May 2017 in Kathmandu and endorsed the progress overview presented by NFN for the period from 17 July 2016 to 4 May 2017. The meeting had discussed on the questionnaire developed by the consultant (Mr. Krishna Chandra Neupane) for the capacity development training. Similarly, the meeting also decided to submit a detail plan of project to SDC that is to be accomplished by 16 July.

4.2 Project Management Committee

NFN is solely responsible to implement the project and it has established a Project Management Committee at the centre. NFN has organized fourteen meetings of PMC in this year (*Annex-X*). Basically those meetings were remained important to review the progress of the project and to guide the project team.

4.3 Financial management and auditing

NFN has Admin and Finance Officer who handles all the finance and administrative related tasks at the Centre. Centre office provided the budgets to regional offices and District Chapters to conduct the regional and district level activities. There is a separate bank account opened in Nabil Bank Limited Kathmandu to operate financial transactions of the project. NFN has received Rs. 56,000,000/- from SDC in three instalments. Total cumulative figure spent by the end of 15 July 2017 is Rs. 44,459,377/-. Documents related with financial report are included in *Annex-XII*.

5 Lessons learnt and Issues

Problems and Challenges

- Due to the frequent change of government's schedule of local election some activities were not conducted in the districts.
- The ICS survey data were not sent from districts on time and some forms of the data were not filled completely.
- Reports were not received on time from some districts

Lesson Learned

Some lessons we learnt during this period are stated below:

- The district level activities remain effective when the staffs mobilize themselves in the respective districts in order to collect reports and other documents.

- Presence of NFN central and regional representatives/staffs is catalytic to make the regional and district level activities more effective