

# SOUTH ASIA PARTNERSHIP-NEPAL



SAP-NEPAL



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1985-1995



# SAP-Nepal 1985-1995

## *A Souvenir*

to commemorate the International Assembly/International Council Meeting  
and the 10th anniversary of South Asia Partnership-Nepal



## Message of the Chairperson

**I**t is an honor to us to be able to host the International Assembly/ International Council meeting in Kathmandu to coincide with our 10th anniversary.

South Asia Partnership-Nepal (SAP-N) has come a long way in its ten years of operation. It has been a purposeful decade. The journey has been varied and challenging and the experience enriching. From a small organization working under the Social Service National Coordination Council 's (SSNCC) terms and conditions, SAP-N has grown to spread its wings far and wide to encompass five development regions and almost 200 projects and programs.

It is indeed a pleasure for me to announce that we have been able to broaden our horizons as we are now registered as a national NGO. This will enable us to move from being just a donor to a facilitator. Our commitment to the people of Nepal and also our accountability to them will increase manifold, thereby making our development work more fruitful and all encompassing.

Securing citizen's effective participation in decision making is a sign of a progressive NGO. The strategy of SAP-Nepal is also based on people's participation right from the decision making process to the utilization of the end result by the beneficiaries.

SAP-Nepal's programs have been diverse over the years. From income generating programs to gender and development; from savings and credit to community development; and now environment and women and children, from infra-structure to institutional development and most importantly from one-shot to long term integrated holistic program, SAP-Nepal has done it all. Still, instead of dwelling on our past laurels we believe in forging ahead headlong in today's field of sustainable development through people's participation, where new NGOs are being born every day.

I welcome you all to Kathmandu for the International Assembly/ International Council (IA/IC) meeting. I hope this IA/IC Meeting will be an experience for all of you and you will take fond memories of Nepal back home.

Kk Panday  
Chairperson  
SAP-Nepal, Executive Committee



## The SAP System

**S**outh Asia Partnership (SAP) is an association of 25 Canadian member agencies and South Asian voluntary organizations committed to supporting long term development of socially and economically handicapped people in South Asia.

SAP is a people's network spanning six countries namely Bangladesh, Canada, India, Nepal, Pakistan and Sri Lanka.

SAP views development as a participatory process leading to self reliance and fullest possible realization of the manifold human potential. This people's network's decision making forum is the Internation Council (IC), working as the governing body of the partnership to address intensively pressing issues and innovative ideas for development of South Asian people.

The SAP network member agencies develop partnership with local grassroot community based organizations (CBOs) who are selected by South Asian Boards to provide financial support with matching assistance from CIDA.

The SAP structure consists of National Councils in each of the partner countries and one executive representation from each partner countries to IC, which meets once a year. This year it is meeting in Kathmandu, Nepal.

All partner countries are committed to common SAP goals mostly sharing common regional programs, techniques and policies and yet each partner country having a separate identity and autonomous power of its own as an implementing body. In spite of its commonness, each partner country has diverse and unique programs carrying them towards the road to development. Although programs vary, areas of training generally include: participatory development, community planning, project management, monitoring and evaluation, financial management, organizational management, resource generation strategies, gender and development, environment awareness, micro-enterprise training, loan fund management, health promotion, advocacy and research on social issues.

This is not all. There will be changes in SAP structure and system. In fact, SAP is already on its transitional phase, restructuring itself for better changes for greater impact and effectiveness in development cooperation. SAP is always on the move.

Going back to 1981, its origin, SAP has come a long way and the year 1995 is full of vision, missions, goals, objectives, and strategies for new partners and for the years ahead.





## The Evolution of SAP-Nepal



*Not only the grown-ups but even the children believe in development*

NGOs comprise a broad spectrum which encompasses multi-million dollar projects and trade unions to peasant and street hawkers.

Though voluntary organizations in different guises existed well before the 20th century, NGOs as they are recognized today have a more recent history. For example, the Gandhian Movement in India had many offshoots that still flourish today, including handloom centers and other appropriate technology initiatives. This movement touched the soil of Nepal also with Nepal Gandhi Smarik Nidhi and Nepal Charkha Pracharak Gandhi. Before this, the Guthi system was already established firmly in Nepal.

Slowly but surely, Nepal saw the arrival of social as well as Welfare and Charity Organizations. In such a scenario, South Asia Partnership-Nepal was established as an INGO in 1985 with the then Social Service National Coordination Council (SSNCC).

Those were days when everything was different. SSNCC, as the only governing body had a tight hold over the NGOs thereby restricting their development work. Still SAP-Nepal was determined to make a name for itself, and it did in the various development works it gave financial support to. Inside the SAP-Nepal system itself there was a change taking place. To address to the need of the day in the NGO sector, a program was born - the Human Resource Development Program (HRDP). This program was born to give the much needed training to development workers.

SAP-Nepal is an NGO that believes in change through people's participation. SAP-Nepal has



always believed in grassroots organizations which has been the most exciting phenomenon in the NGO sector in recent times. Some of these grassroots organizations have sprung up from self help projects while others are entirely indigenous, emerging as local people responded to local challenges.

Such organizations have managed to change the thinking of NGOs from trying to make people take charge only in the implementation of the projects to basing the project itself on the people's problems and trying to find out solutions for it

Community Action Program (CAP), a project of SAP-Nepal was based on this thinking. It has been doing various programs involving grassroots organizations. CAP believes that the problems confronted by the rural populace of Nepal are multi-dimensional in nature. It needs integrated approach to solve it. The outcome of this thinking has been many income generating projects for the people of Bardiya District, Mid-Western Development Region like construction of bio-gas plants, toilets, improved cook stoves, nursery development and many others.

Another first for SAP-Nepal has been its direct intervention in virgin territory. The geographical distribution of NGOs in Nepal is very haphazard. Everyone prefers to work in the areas that are easily accessible from the capital city. That is why the volume of NGOs in the Central region is 75% while the Mid-Far Western region has less than 3% of NGOs working there. SAP-Nepal was one of the first INGOs to work in the Mid-Far Western region with CAP.

Then came 1991 and democracy. This year was not only a milestone in the political arena, but also in the field of development. SSNCC became SWC (Social Welfare Council) with liberal policies and a broader vision. NGOs got a chance to be their own bosses. From 300 registered NGOs in 1990, the number of NGOs registered with SWC has jumped to 2100 in 1994. This alone can give a picture of how things have changed. In such a situation, SAP-Nepal got a chance to really flourish and work harder towards its goal of building a better society before the situation got



*A Biogas Plant being constructed*





*SAP-Nepal believes strongly in People's Participation*

totally out of control in terms of high dependency of external funding agencies on NGOs and lack of capacity of Nepali NGOs to take up the growing responsibilities. SAP-Nepal ventured into another area by starting the Long Term Partnership Program (LTPP).

LTPP is a unique program in the sense that after doing only one-shot programs for such a long time, SAP-Nepal diversified in doing programs with a life span of five years to build up the institution at the local level. The main aim of LTPP is to support and strengthen the institutional capacity of the local voluntary organizations by promoting institutionalization and self-reliance through participatory process of development which responds to the expressed needs of disadvantaged community. This program was started with eight partners. Now there are five partners who come from the four development regions of the country. With the introduction of long term program, one shot projects that were the norm of SAP-Nepal have slowly been phased out.

1994 saw another phase of change in the SAP-Nepal evolution process. Not only did we start to tap others as prospective funding sources, we set out to accomplish which may be our visionary project yet - building of the NGO Resource Center or PATH project (Participatory Action Towards Holistic Development).

The idea of PATH germinated to accomplish a complete process to strengthen the capacity of grassroots development organization. SAP-Nepal believes in supporting our partners even when we are not providing financial support anymore. We believe in maintaining partnership. With PATH, it will be much easier to be in continuous relationship. PATH is going to be a resource center for NGOs where they can avail of various services like communication, networking and linkage, training and other general services.



Preliminary work on identifying the need of NGOs has already started. PATH is a dream vision of SAP-Nepal to bring NGOs under one umbrella, to work together in the field of development. To change this dream into reality, we need the cooperation of NGOs as well as people involved in the development field.

SAP-Nepal is in the process of building a Training Center for development workers that will provide professional training in the field of People Based Development. It is a step forward towards institutionalization of HRD program. The main objective of the proposed institute will be to meet the growing training needs of community based NGOs and development workers.

A progressive NGO is one which secures effective people's participation in decision making. However good a project, if it does not catch the people's fancy, it is not worth talking about. Because for a project to be sustainable, it must address the problems and aspirations identified by the poor and must have a management and decision making structure in which they have confidence. This is what SAP-Nepal believes in and will continue doing in the future.

A major step we have taken in our 10th anniversary year is registering as a national NGO. This way we will not only have to play the role of facilitators as a support organization but it will also give us a broader area to work in.

SAP-Nepal has always been different. We are continuously changing our roles according to the needs of the local NGOs. Because we know that to maximize our impact we must be ever aware of the need for change in the way we plan, work, think and relate to others. We have always believed in participatory development.

With the institutionalization of SAP-Nepal we have diversified in our resource base and are decentralizing our development process which will bring us closer to reality and to action.

NGOs are the actors of the developing stage. They have an important role to play. The maxim, **think locally act globally** is apt to describe the work of NGOs worldwide. ❖



## Our Partners In Development

South Asia Partnership is an association of Canadian and South Asian voluntary organizations committed to supporting the development of disadvantaged people in South Asia. In Canada, SAP member organizations have come together as partners to focus on assistance to small and newly emerging community based development organizations (CBDOs) in South Asia.

There are twenty-five Canadian voluntary organizations giving their support to various programs of this association. Before 1991 and the advent of democracy, SAP-Nepal was involved mainly in "one shot projects" that were supported by some of these Canadian voluntary organizations. The nineties brought numerous changes in almost all the areas of Nepal including the development arena.

This gave SAP-Nepal an opportunity to come closer to the Canadian NGOs who were keen to be partners in the development area of Nepal. Among these, some have become our active partners, supporting SAP-Nepal's long term program. Thereby giving us an opportunity to make a new thrust in the development process of the remote and backward villages of this country.

The support of these nine organizations is very important to the people of the community where the programs are being implemented. Some of the activities the local non-government development organizations (NGDO) initiate are income generating work, community development, non-formal education, savings and credit and such.

Besides these partners the other major partner who plays a big role in the development of SAP-Nepal is the Canadian International Development Agency (CIDA). CIDA matches the financial support given by our partners, thereby making the process of strengthening grassroots NGOs much smoother.

SAP-Nepal is now diversifying itself in the search of financial resources. The Netherlands Development Organization (SNV-Nepal) has joined hands with us now. We hope this partnership will be as fruitful as our Canadian partnership has been. Besides we have been in touch with others.

In the following pages are profiles of our nine major Canadian partners who have provided steady and sustainable support to us. SAP-Nepal is grateful to them too. ❖



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## Camrose International Institute

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**C**amrose International Institute has been working with South Asia Partnership-Nepal for the past 8 years in seven projects.

It has been associated with South Asia Partnership-Canada since its inception in 1982.

**This institution is supporting the programs of Samaj Sewi Youth Club, and Machhindra Youth Club, a part of SAP-Nepal's Long Term Partnership Program (LTPP).**

CII came into being in 1977 and has since then emerged as a respected contributor towards the fostering of international awareness and understanding in South Asia. They as well as their constituent groups have gained immeasurably from their participation in SAP.

The purpose of CII is to encourage and support equitable, ecologically sound, human development in Canada and the Third World and to make links between the people of Canada and the Third World through education and development projects.

The programs which CII prefers are human resource development, agriculture, income generation and primary health care. ❖



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## Canadian Hunger Foundation

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Canadian Hunger Foundation (CHF) is a founding member of South Asia Partnership-Canada. That is one of the reasons it is committed to making SAP as responsive to the emerging NGOs as possible

CHF is a non-profit organization which assists community groups in developing countries in rural development by funding projects that stimulate self-help and create self-reliance. It also supports local technical innovation and training programs.

The organization believes in sharing its experiences and insights with Canadians in the hope of increasing public understanding of development issues and providing them with an avenue for active participation.

Canadian Hunger Foundation is very interested in regional programming, especially in the transfer of biogas technology and has contributed its valuable support in the implementation of Nepal India Conservation of Environment (NICE) program. This program was the first regional program of SAP-system between two countries.

**The Canadian Hunger Foundation is an active partner in the programs of Rhino Club and Social Awareness for Education (SAFE) which is working towards the upliftment of the deprived and low-caste groups. Both these NGOs come under the LPTP Program run by SAP-Nepal.**

CHF is committed to programs that have something to do with food production, water supply, alternative energy, income generation and institutional development along with capacity building.

Through SAP, CHF is supporting emerging NGOs who would otherwise not have access to funds to go on with their development projects. Not only will the NGOs garner enough funds through this association, but CHF will also gain experience in countries where they do not have enough programming. The Foundation is working in India, Nepal and Sri Lanka at present. ❖



## Canadian Lutheran World Relief

**D**iyalo Pariwar, a local NGO of SAP-Nepal is the beneficiary of Canadian Lutheran World Relief (CLWR). The NGO based in Narayanghat is involved in income generating programs and community development works.

CLWR is an agency of Christian service, representing the Evangelical Lutheran Church in Canada and the Lutheran Church of Canada in matters relating to relief, development, resettlement and domestic emergencies. Assistance is provided to the poverty stricken and destitute through relief measures and development projects and programs through the local level. Their support is directed to activities throughout Africa, Asia and Latin America.

Their primary sector of involvement includes women in development, income generating activities and the environment. CLWR also regards regional programming a priority. They support projects in India, Bangladesh, Nepal and Sri Lanka. ❖





# Cardinal Léger and His Endeavours

Cardinal Leger and His Endeavours(CLO), a subsidiary of Jules and Paul-Emile Leger Foundation is a partner in the progress of six Long Term Partnership Program members.

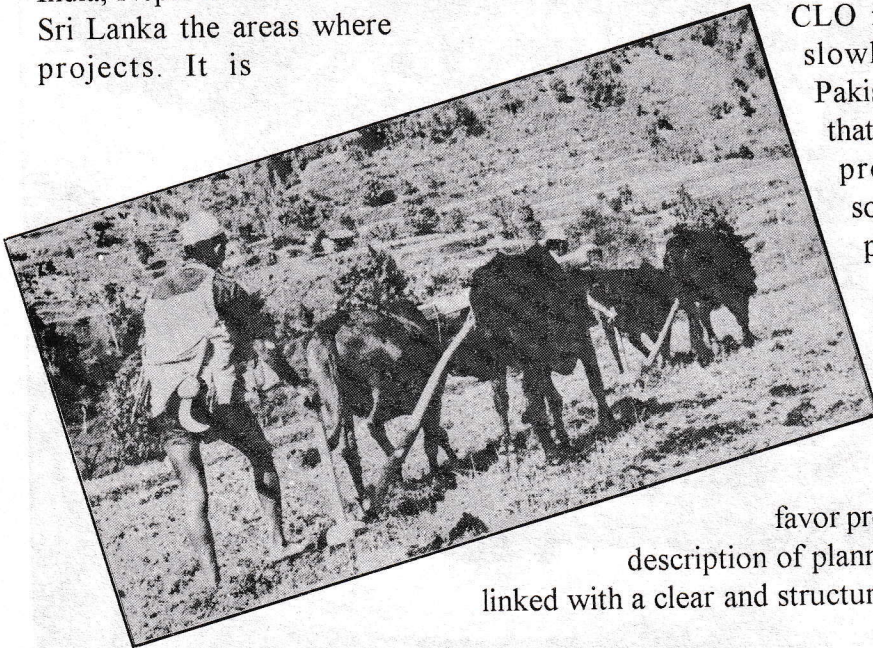
The local NGOs benefitting from CLOs partnership are: Narayangarh Youth Club; Tharu Mahila Uthan Kendra (works for the upliftment of Tharu women); Geruwa Rural Awareness Association; Lalitya Youth Club; Mahila Bikas Sewa Kendra and Community Action Program (CAP), a program of SAP-Nepal itself.

CLO, which provides emergency relief and promotes international development prefers to deal in areas of agriculture and food production; primary health care; training of skills; community development and income generation.

As far as other regional programming goes, CLO is willing to participate in regional initiatives if they are deemed to address real needs at the grassroots level and do not appear to be obscure. They are also interested in projects that have major research components.

Though CLO has been an active partner of the SAP system for a long time now, it is still not convinced that SAP provides the best mechanism for emergency and relief work. However, it would not rule out participation on a case-by-case basis.

India, Nepal and Sri Lanka the areas where projects. It is



CLO is open to having slowly phasing out of Pakistan. Yet it believes that it is difficult to make project selections solely on the basis of project summaries as they are limited by nature.

Cardinal Leger and His Endeavours favor projects with a practical description of planned activities directly linked with a clear and structured budget. ❖



***Special Section***



## SPECIAL EVENT OF INTERNATIONAL COUNCIL MEETING

South Asia Partnership-Nepal has completed a whole decade in development work. To commemorate the occasion, SAP-Nepal organized a symposium along with a cultural program on the 10th of March, 1995. As it was also the concluding day of the 3 days of International Council meeting (7-10 March, 1995), the event was represented by members of all six SAP countries.

It was a special day for us. Not only had we completed ten years in working for the people towards building a better future for them, but now we were about to start a new chapter in our development history. We were proud to let it be known amongst the guests that SAP-Nepal was now registered as a national NGO with aspirations of getting involved directly with the people at the grassroots level.

### **Symposium:**

The venue we chose to celebrate this event was Hotel Malla where the rest of the International Assembly/International Council meeting had taken place. The event was scheduled to take off around 3 p.m. after the Chief Guest, Deputy Prime Minister and Minister for Defense and Foreign Affairs, Madhav Kumar Nepal arrived at the function.

SAP-Nepal staff was there in full force looking to see that everything ran smoothly. Some were down at the lobby to escort the other invited guests to the Mandala room where the event was taking place, while others were by the door of the hall handing out program schedules.

The Chief Guest arrived around 3:30 p.m. and the program started right away with the Chairperson of SAP-Nepal, Dr. Kk Panday, recipient of the 1994 Conservation award, welcoming everybody to the event.

In his speech he also announced the opening of SAP-International as a viable, independent international organization with a mandate to oversee the SAP system that would act like a bridge towards building a strong regional NGO network. He added that it would provide services and be a forum for its member organizations as well as promote understanding of and support for grassroots development in South Asia.

Then it was the turn of the keynote speaker, Dr. Mohan Man Sainju, the Executive Chairperson of Institute for Integrated Development Studies (IIDS) to come to the podium and speak on "The Emerging Role of NGOs in National Development". He shed light on the national development scenario and the role the NGOs play in it. Dr. Sainju also talked about reasons for increasing the role of NGOs, their areas of activities, their range and characteristics. He gave a great deal of information in his very expressive speech which went down very well with the audience. By the end of it everybody was hankering the SAP staff to get a copy of it!

The Chief guest after lighting the "Lamp of Development" took the podium next and spoke about the government's views on the NGO culture.

The Deputy Prime Minister reaffirmed that NGOs had to play a complementary role in national development and they were also the alternative means of building bridges between people and



nations. He said that the SAP system could play a major role in changing traditional donor-recipient relationship and help build trust and solidarity leading to empowerment of the powerless in the true spirit of partnership."

The Chief Guest pointed out in his speech that he was happy with the news of SAP International shifting its base to South Asia to be near the people for whom it works. "We shall be more than happy to extend any possible supports, if you need", he said.

Dr. Mangal Siddhi Manandhar, the Vice Chairperson of National Planning Commission who was a special invite, speaking on the occasion said that "SAP-Nepal has been working to help create an exploitation free society, which is economically self-reliant and physically self-sustaining in its multi-faceted development endeavors."

With these enlightening speeches, it was time for a short tea break. This gave the guests a chance to mingle amongst one another. Many came up to the SAP staff to ask them what was going to happen next. But we preferred to keep it a secret! Though the Chief Guest left the ceremonies after tea, the show went on with former International Council and Chairperson of BRAC, one of the largest NGOs in the Third World, F.H. Abed coming to the podium to express his views on SAP System: Retrospect and Prospect.

He talked about the SAP System and how it developed, what it had done till now. He also said that the programs of SAP had been successful so far in keeping the NGO community in touch with the mainstream of South Asia NGO development approaches and innovations.

Canada is the place where the idea of South Asia Partnership germinated and from where it flourished. The role our Canadian partners play in the development of SAP is unquestionable. With their support we have managed to come this far.

Mr. Francois Lortie, Chairperson of SAP-Canada and Assistant Director of Cardinal Leger and His Endeavors one of the major partners of projects in Nepal came to say a few words on SAP from the Canadian Perspective. His speech was short and sweet where he highlighted the fact that Asian SAPs have appreciated SAP Canada's role as a catalyst and facilitator for their organizations and the regional network.

Securing effective people's participation in decision making is a sign of a progressive NGO. But however appealing the project, it is likely to come to little unless it is well understood and desired by its intended beneficiaries which in SAP-Nepal's context are the people from community based organizations. Our programs like Community Action Program and Long Term Partnership Program are also based on this thinking. The Executive Director, Rohit Kumar Nepali, in his address to the gathering shed light on this and also gave an overview of SAP-Nepal's history. Mr. Nepali told the audience about SAP-Nepal's new objectives and programs.

Now it was time for Mr. Huta Ram Baidya, a member of the SAP-Nepal Executive Committee to give thanks to all the guests on behalf of the organization.



### *Cultural Show*

With this the symposium came to an end. With the ending of one part of the celebrations another started. This was a cultural program presented by members of our local NGOs, the people for whom we are in business. The idea was to give the audience from different developed and developing countries a glimpse of what our partners are like. We wanted to entertain them and we opted to have a genuine cultural troupe from different parts of the country rather than using a professional dance troupe.

We had selected three different NGOs from three regions of Nepal, they being Parsa, Nawalparasi and Bardia. The program took off from a Tharu dance presented by the Tharu Culture Conservation and Development Organization. The four men and six women taking part in this dance were decked up in Tharu finery looking very elegant. The lively beat to which they danced was appreciated by all.

The next item, Dafara Bansuri dance, was presented by the troupe that came all the way from Parsa, Arunodaya Youth Club. The audience were treated to lively and vigorous dance item where the female role was also performed by a male as is the custom in their Bhojpuri culture.

Next came Vijay Youth Club with their Karuwa dance. This dance was comparatively slower than the other two, but equally interesting nevertheless. As this was a dance done in a participatory manner some guests from among the audience were called on stage to sit with the musicians while the two girls dressed up in Magar costumes enthralled the audience with their delicate footwork.

After presenting two more items, one each from Arunodaya Youth Club and Tharu Culture Conservation Development Organization, the cultural program came to an end. The excellent work of the troupes who had come all the way from far away villages was well appreciated by the audience and they gave them a standing ovation. This was our crowning glory of the whole event.

### *Exhibition cum Sale*

After this the guests proceeded down to the lobby where SAP-Nepal staff had organized an exhibition cum sale of products made by their NGOs. These products ranged from clothing to household goods and all were hand made. The exhibition had been going on for the whole duration of the International Assembly/International Council meeting which started on the 6th of March. But as there were many guests representing many INGO's based in Nepal, the 10th of March was a special day to show off our handicrafts.

All in all March 10 our 10th anniversary was quite a success. It is but natural to stumble a little when planning an event of this magnitude and we were no different. The number of guests were more during the reception and dinner than for the symposium. One reason for this could have been the time factor. As our program started from 3 p.m. and went on till 9 p.m. in the evening, with cocktails and dinner served in the beautifully landscaped gardens of Hotel Malla, it was a bit long drawn out.

But the satisfying thing is that all the guests who attended were quite happy with the whole event and that is what matters in the long run!



The potentials of the people's organizations for a long-term programs is, of all things, least tapped. No need to stress that even these people's organizations must be efficient and run economically because their focus is on the disadvantaged and deprived communities. the SAP System recognizes the need to diversify sources of funds and need to work more intensively and closely.

One of the purposes of this symposium is to announce the formation of SAP International as a new international organization. This announcement adds, for SAP members from the six countries, a sense of historical importance to this occasion. Mr F M Abed, the former chair of the SAP international Council, will speak about this later.

The opening of SAP International as a viable, independent international organizational with a mandate to oversee the SAP System will be a bridge towards building a strong Regional NGO Network, which will provide services and be a forum for its member organizations as well as promote understanding of and support for grassroots development in south Asia. The SAP System will no more remain the same.

Within the next five years SAP System will become a dynamic network of national organizations cooperating to reduce the impact of dire poverty of the disadvantaged and deprived communities through efficient people's organizations.

I would like to wish all the best to the SAP International that we are going to establish, build up and sustain jointly.

Once again I would like to welcome you to this August gathering and say see you again to all the delegates from Canada, Bangladesh, India, Pakistan and Sri Lanka.



*Dr Mohan M Sainju  
Executive Chairperson  
Institute for Integrated Development Studies*



*The past experiences revealed that unless and until the people are involved in the process of development and local resources are mobilized neither the development was possible nor could it be made sustainable. In National Development NGOs play a dynamic role.*

Mr Chairman, Hon. Deputy Prime Minister, Hon Vice Chairman of the National Planning Commission, Distinguished delegate from Canada and South Asia, Ladies and gentlemen.

At the outset, I would like to take this opportunity to thank you for inviting me to address this important concluding session and congratulate SAP-Nepal for the good work during this ten year period.

Nation building has been a continuing challenge since the emergence of the countries of the Third World from various forms of colonial rule after the Second World War. Although Nepal has always been an independent country never under any foreign rule, we were also under a family rule of over a century. The assumption was that after attaining independence if the developing countries receive capital and technology from the developed countries, national development process will automatically be furthered. But that was not to be. The experiences revealed that unless and until the people were involved in the process of development and local resources were mobilized neither development was possible nor could it be made sustainable. Coverage and effectiveness were found to be critical. Most of the development program failed to cover the largest number of the population and wherever they were initiated with wider coverage in mind they failed to be effective. Because people's participation was superficial and local institutions and resources were not mobilized in order to make them feel that they are the real change agents and development efforts are of their initiation.

Global human security is being reemphasized today after a long span of the establishment of the United Nations which was expected to take care not only the concerns of military security but also human security. Whether it is the Rio Conference on Environment and Development or the Cairo conference on Population and Development, the concerns are identical. Even the ongoing Social Summit in Copenhagen and the forthcoming conference on Women and Development in Beijing all emphasize people and their involvement in the development process.

It is precisely in this context that NGOs have come out with an important role in the national development. This, however, is not to say that NGO as a concept is a new one to us. In fact NGOs in different forms and character existed in our societies for time immemorial and they had served very



useful purposes in our social, religious and economic lives. But the thrust, rationale and modes have changed over time. First of all the challenges posed by the need for wider coverage of the development program and to see that they are effectively implemented, it was felt that NGOs could play more effective role. Secondly, overtime there has been a strong realization that NGOs could be less bureaucratic and cost effective in terms of delivering the fruits of development. This has been much more true as far as donors perception was concerned. Thirdly, the changing role of governments in terms of "they know best" is helping articulate the idea that NGOs might be the most useful instruments in developing and managing development activities. In addition, there has also been a perceptible change in the attitude in developing countries to foreign capital and INGOs.

We, however, need to be candid in realizing that the empirical evidence is not very strong to show that NGOs have been cost effective in the true sense of the term. Hence despite widespread beliefs and perception the challenge is still with us to prove that NGOs in fact are cost effective, desirable and effective in implementation.

The challenges faced by NGOs are also opportunities for NGOs in the days ahead:

- As poverty is considered both the cause and effect of continued stagnation, NGOs ability to involve communities and grassroot organizations in addressing poverty. They can also play as agents of change and catalyst of development.
- NGOs are expected to be sensitive to the needs of the poor and the local people. Hence they are favored because of the perception of effective execution of project aid through greater control over the resources.
- The challenge of wider coverage utilizing local institutions, technologies and resources through people's -participation at the grassroot level help ensure effectiveness in implementation.
- Although foreign aid has played an important role in national development to the developing countries, its effectiveness however has come into close scrutiny. Even the World Development Report has questioned foreign aid as being not effective in helping the poor. It alleges that participatory process has not been articulated enough and the real commitment towards the poor is critically lagging.

Nepal as one of the least developed countries of the world is also dependent in foreign aid for its development needs. When we started first periodic plan in 1956 all the development expenditure was borne by external assistance. Although we were able to reduce the percentage of our dependence to 45% only in the Fourth-Plan period, the ratio continued to rise. Foreign aids share in the Seventh Plan was around 70% and the on-going Eighth Plan which is in its mid-term period does not show any sign of reducing the share of its dependence. On the other hand low rate of absorptive capacity continues to be a critical problem in a situation where we need more resources to attain steady growth-rate in the economy.



Foreign aided projects have been costly in countries like Nepal where its need cannot be undermined. An example in the area of hydro projects highlight the magnitude of the problem. Where as per KW composite figure for Nepal has been US \$ 4,346/KW, it is only US \$ 2,016 for India and US \$1,502 for China, both neighboring countries to Nepal.

All of the above mentioned problems highlight the potential role NGOs can play in the effective use of foreign aid in countries like Nepal. More importantly NGOs can be instrumental in articulating a process of self-reliance and use external inputs only to fill the gaps that cannot be expected from within.

The Institute for Integrated Development Studies (IIDS) had conducted a study on the NGOs of Nepal ten years back in 1984 which helped highlight the role played by different kinds of NGOs within the society which ranged from traditional, voluntary, informal, local, cooperative groups to some modern organizations. The most important point brought out by the study was related to the complementary role that can be expected of NGOs.

The study says :

“The complementary role that can be expected of NGOs (Non-Governmental Institutions) is not so much in the physical development as in establishing attitude, values, and a management system that harness local potential resources a process which also has a multiplier effect. It is difficult to achieve this type of complementary in an environment whose massive dosages of cash and other material goods flow into villages tempting the more alert and articulate of the villagers to fight for “their share” of these resources. The availability of such “unnatural” resources tends to promote an attitude to such important human and social qualities as honesty, dignity and responsibility to work, which is injurious to the concept of cooperation and self-reliance”. (IDS, 1985).

Self-reliance here is not to be understood as propagating the virtues of a closed and subsistence village economy but it asked for exploitation of the local potential and link it with outside world. With the globalization process we ought not only be relating with it but more importantly grabbing the opportunities created by it. Whether we like it or not the 21st century is going to pose us challenges for which we need to prepare ourselves and nothing will be better than starting to involve our people in the mainstream of development process. It is here NGOs can play an important role.

When we have discussed challenges and opportunities we should not forget that the exiting constraints and impediments need to be surmounted. Only 5 years back Nepal had less than 900 NGOs. Now we are told the number is beyond 8000. Frankly speaking we even do not know if all of them are working and where they are. The mushrooming growth in itself may not be a bad thing but if they are competing among themselves without a purpose, we may be wasting our time, energy and resources. On the other hand it is said that 70% of the NGOs are concentrated in the Kathmandu valley alone. In a country where 90% population live in rural areas, our focus should, of course, be the rural areas first.

Enhancing the capabilities of the NGOs is another problem that warrant due attention. If we are to believe what World Development Report says, the technical assistance system in the range of 100.000



experts going to developing countries per annum has miserably failed to enhancing institutional development in these recipient countries.

Over dependence of NGOs in foreign aid is another area of anxiety. To take Nepal's example, Social Welfare Council reports that the dependency on foreign aid has increased from 74% in 1988 to 84% in 1989/90 and 86.86% in 1990/91.

With the increasing number of NGOs in the country, some legitimate questions are being asked as to who should be undertaking the functions of a resource centre and a clearing house where experiences can be crystallized and used for multiplier effects. Similarly the search for a common features in terms of legal status, autonomy, voluntarism, openness, political neutrality, transparency and fiscal management etc. are areas that require close examination.

Most important of all the attitude of the government becomes critically important in the creation of conducive environment for NGOs in the country.

In conclusion, Mr Chairman I would like to reemphasize the potentials that exist for NGOs in National Development and underline the great opportunities that lie ahead. But we should also be aware that the time has come for us to realize our own shortcomings and learn from the past mistakes. There is no doubt that the effective coverage, the institutional development, the effective poverty alleviation program and the proper utilization of external resources can be possible if we have committed NGOs. The lessons are clear: Galvanize people's ingenuity and empower them by organizing and enhancing their capability and help improve the socio economic conditions without excessive dependence on external inputs. This is what people deserve and NGOs can be effective in its delivery. Thank you very much.



*Mr Madav Kumar Nepal  
Deputy Prime Minister & Foreign Minister  
Nepal*

*NGOs play complimentary role in National development. They are the alternative means to build the bridges between people and the nation. They play a significant role in addressing issues in rural-urban and regional imbalance which is currently pronounced in our national development efforts. So it is important to build the capacity of NGOs to mobilize domestic resources to make the development sustainable.*

I am happy to learn that South Asia Partnership (SAP) - Nepal is celebrating its Tenth Anniversary and also hosting the International Council Meeting. I welcome all of you on this occasion.

I am also happy to learn that SAP programs and services are dedicated to strengthening community capacity to bring about change and in the last 14 years they have affected over 1000 grassroot NGOs and about 600,000 disadvantaged people of South Asia - the home of one quarter of humanity and half of the world poor. Since the SAP systems has emerged as a vehicle for bringing people from six countries - Bangladesh, Canada, India, Nepal, Pakistan and Sri Lanka - together and providing a forum for discussion, learning and cooperation, it has the potential to develop a unique NGO network- both at regional and international levels.



I take this opportunity to reaffirm that NGOs have to play a complementary role in national development and they are also the alternative means of building bridges between people and nations. And SAP system can play a major role in changing traditional donor-recipient relationship and help build trust and solidarity leading to empowerment of the powerless in the true spirit of partnership.



We also appreciate the changing strategy for larger participation of NGOs in the national development process. But it is hightime we also assess the contributions of NGO sector to national development. Cost-benefit analysis will help us to rationalize our thinking and policy on this sector of vital importance. We should also look into the transparency and accountability facets of NGOs in order to promote their acceptability in the community/public at one hand and promote partnership at the other.

We do appreciate the increasing flow of funds through the NGOs to reach the disadvantaged people who yearn to meet their basic needs. As SAP prefers to work with smaller community based people's organizations, it is essential to build their organizational and managerial capabilities - preconditions required for their effective and fruitful participation in the development process. Modest attempts made in this direction need larger support and attention by all concerned . Similarly, further deliberations are required on strategic location as well as strategic positioning of NGOs in order to enhance their professional development.

To promote the NGOs as a partner in sustainable development it is inevitable to build their capacity to mobilize domestic resources. This is one of the areas of concern which qualify for your attention. Similarly, women's participation as both agents and beneficiaries of the process of sustainable development is another area of concern which needs further deliberation. In the area of environmental conservation we need your guidance on how NGOs could play a major role in order to conscientize people about environmental issues, promote community and farm forestry, agro forestry, permaculture, livestock fodder development and watershed management. Similarly promotion of reclamation of wasteland for livelihood of the disadvantaged groups need special attention. We should not forget that unless we promote alternative sources of renewable rural energy, our efforts for environmental conservation will remain incomplete. The NGOs have an important role to play in this area.

I would like to emphasize that the NGOs have to play a significant role in addressing issues in rural-urban and regional imbalance - currently pronounced in our national development efforts.

We are happy to learn that you have initiated a process of internationalization of the SAP system and you also intend to shift the SAP Secretariat somewhere in Asia/South Asia. It is appreciable to bring the International Secretariat near the people for whom it works. We shall be more than happy to extend any possible supports, if you need.

We take this opportunity to thank our Canadian partners for their active participation in the SAP system. We are also thankful to CIDA for providing both the financial and logistic support to the SAP system. We also recall the contributions of the leading NGOs of Bangladesh, Canada, India, Nepal, Pakistan and Sri Lanka which conceptualized the SAP System and built this organization of international repute. The untiring support received from the SAP-Canada and the International Council remain commendable.

We take this opportunity to thank all INGOs, social workers and volunteers who have been our allies in the battle against poverty and have contributed to meeting basic needs of the disadvantaged groups.

Last, but not the least, I hope, your deliberations and recommendations will help the NGOs of South Asian Region to increase their participation in the sustainable development process and emerge as an equal partner in regional cooperation. Wish you all success in your endeavour.

Thanks.



*Dr Mangal Siddhi Manandhar*  
*Vice Chairman*  
*National Planning Commission*



*NGOs can play a vital role in national development as they are basically oriented towards the upliftment of the poor, needy and helpless. However they are facing many problems as most of them have low capacity and they might not meet the expectations of the target people as well as the donors. The eighth plan of the HMG policies aims to expand the freedom of the NGOs.*

Mr Chairperson, Honorable Deputy Prime Minister, IC Chairperson, SAP Chairperson, SAP-Canada, Executive Chairperson IIDS, Distinguished Participants, Ladies and Gentlemen

It is, indeed, a matter of great pleasure for me to have an opportunity to say a few words about the emerging role of NGOs in national development on the tenth anniversary of SAP-Nepal.

The all round development of a country is not possible with government efforts alone, in view of the limitations of available means and resources. The development of a country can be given perceptible momentum if the vast resources of the private sector are mobilized with effective skills, energy and service and brought in the mainstream of development. Non governmental organizations can play a vital role in national development as they are basically oriented towards the upliftment of the poor, needy and helpless and active in arousing social awareness.

Non-governmental organizations are believed to aim at "just development" which demands that equity, democracy and social justice be paramount objectives, along with the need for economic growth. It must ensure the sustainable use of natural resources and make the institutions of society accountable to the people.

In Nepal, the non-governmental organization is considered to have formally begun about seven decades before with the establishment of "Shree Chandra Kamdheiu Charkha Pracharak Mahaguthi". The objectives of Non-Governmental Organizations (NGOs) were, inter alia, to participate in the country's development to supplement government efforts, to arouse general awareness and to empower common people.

Although Nepal joined South Asia Partnership only in 1985, SAP-Nepal is believed to have done commendable work in the field of community development, working with People's Organizations, Community Based Organizations, NGOs and INGOs to help disadvantaged and underprivileged people. SAP-Nepal has been working to help create an exploitation free society, which is economically self-reliant and physically self-sustaining in its multi-faceted development endeavors.



At present the NGOs have been classified on the basis of their functional nature. At the time of the Eighth plan (1992-97) formulation, the number of NGOs was about 600 which has been estimated to have increased considerably to reach around 6000. However, about three quarter of them are located in Kathmandu.

There is an emerging role of NGOs in national development and an increased interest in NGOs by International Non-governmental Organizations (INGO) and international donors. However, NGOs have been facing many problems in that there is low level of NGO capacity and there is also the danger that the NGOs fail to meet the expectation of the targeted people as well as donors.

It is felt highly necessary that every NGO should have clearly defined vision, mission, objectives, goals and strategies so as to make open and transparent programs and budget. It should carry out works of public importance, in co-ordination with national plans, and involve optimum people's participation and follow democratic practice in the selection of board of directors from among the dedicated volunteers.

There is an urgent need of increasing the efficiency of NGOs through capacity building training and they also need to have access to resources and information. Apart from this, lack of clear-cut policies, acts and rule to protect, promote and encourage NGOs was also felt. It was also felt that the central organizations of the NGOs and the government exerted greater control and interfered instead of allowing the NGOs to run independently. Besides, NGOs were concentrated mainly in Kathmandu and were not extended to the rural areas as desired.

The eighth plan aims at expanding NGOs in the field of social and economic development and adapting policies to activate the people through the medium of cooperatives, Consumer Committees, community development and social organizations. NGOs will be provided greater autonomy and made more accountable. An environment will be created to make the role of NGOs supplementary and complementary with the development efforts of the government and local agencies. The NGOs operating in remote and rural areas were encouraged to increase efficiency of NGOs, they will be encouraged to work in certain specific sectors based on their experience, comparative advantage and efficiency. NGOs will be encouraged to focus their activities on empowering the weak and helpless people, classes and communities of the society. In areas where management capacities of NGOs located in rural or remote areas are weak, efforts will be made to strengthen the management capacity of such organizations through partnership with international organizations, along with effective implementation of other social welfare activities. Moreover, a new system will be set up for effective monitoring and evaluation of the works of the NGOs.

Before I conclude, I would to congratulate for the successful decade of development and thank SAP-Nepal for giving me an opportunity to say a few words to highlight HMG policies regarding NGOs.

I wish the symposium a great success.

Thank you.



**Mr F H Abed**  
**International Council, Chairperson**  
**South Asia Partnership**

*Canadian International Development Agency (CIDA) together with some NGOs in South Asia region was instrumental in founding of South Asia Partnership. SAP is bonded together with the belief that development is a participatory process leading to self-reliance and the realization of full human potential.*

Honorable Deputy Prime Minister Mr. Nepal, The Honorable Vice Chairman of the National Planning Commission, Executive Chairman of IIDS, SAP Colleagues, Ladies and Gentlemen

It is indeed a pleasure for me to address this distinguished gathering here today. I would like to take this opportunity to congratulate our host SAP-Nepal, on its 10th anniversary. These ten years testify to your commitment to this association that is dedicated to the economically and socially disadvantaged people and communities in South Asia.

### **Retrospect**

Each of the organization that forms this South Asian Partnership is bonded together with the belief that development is a participatory process leading to self-reliance and the realization of full human potential. SAP facilitates cooperation among this family of development partners to mobilize resources in order to strengthen the capacity of community based groups in their fight against poverty and social injustice. The SAP system has put some emphasis on regional programming within South Asia, an important example being the first regional program between Nepal and India in 1989-1990 on the transfer of bio-gas technology from India to Nepal. The regional program on Women In Development, covering India and Bangladesh is another innovative project that the SAP system has initiated.

### **Structure**

I would now like to review the present SAP structure that has evolved since it was created in 1981. The Canadian International Development Agency (CIDA) together with some NGOs in South Asia region was instrumental in the founding of SAP - a system which supports projects undertaken by small and emerging NGOs at the grassroots level in South Asia. A Canadian Secretariat was formed in 1983 and the formal incorporation as a non-profit organization took place in Canada in 1984.

The association consists of six locally registered NGOs in Canada and five countries in South Asia, i.e., Bangladesh, India, Nepal, Pakistan and Sri Lanka. It also consists of an International Council, created in 1986, with members from each of the national Boards in Canada and South Asia. Convened once a year, the IC serves as the major policy-making body for the overall SAP structure. The Executive Director of SAP-Canada acts as secretary to the IC.



The national SAP boards are composed of experienced NGO leaders serving in a voluntary capacity. Local staff, engaged by each SAP, identify local groups, assess their activities, help to formulate project proposals, and monitor project implementation once support from Canada is secured. The Asian offices also initiate capacity building activities, such as training sessions and workshops, designed to improve their own initiatives.

To date, the role of SAP-Canada - a consortium of Canadian NGOs, has been to administer the CIDA's contract which provides funding for different components of the SAP network. It also facilitates the matching of Canadian and South Asian NGOs for project purposes. It provides a forum for Canadian NGOs, interested in South Asia, to share information and ideas and to act as a source of information and a liaison between the Canadian members and SAP National offices in Asia. It currently has 25 Canadian NGOs participating with full membership, and a fully staffed secretariat based in Ottawa.



SAP's program activities have so far been successful in keeping the NGO community in touch with the mainstream South Asian NGO development approaches and innovations. But, I consider that there are two themes that SAP regional program activities have to focus on and these are: the problems of environmental degradation and gender inequity in South Asia.

South Asia - a former haven for trees and rich soil, is heading towards a collapsing ecosystem. Deforestation as a result of indiscriminate felling of trees, soil erosion leading to frequent floods and over population - all these are compounding the environmental problems faced by this region.

This region also provides glaring manifestations of gender inequity. This is the only region of the world where women's life expectancy at birth is lower than that of men whereas everywhere else in the world men have lower life expectancy. Women are lagging behind in literacy and social, economic indicators. We are in urgent need of establishing the concept of gender equity in the whole region. We



need to remove the curtain of unjust rules and customs imposed on women by the society. There is an urgent need to focus our attention on the issue of gender equity in the projects initiated by the SAP-system. Funding for projects on these two themes of gender equity and environmental protection and conservation I believe, should not be difficult to obtain. These are the two themes ruling the development issues today throughout the world. If, we can take measures to tackle these problems facing this region, I am sure, we can mobilize adequate international support.

### **Diversification of Funds**

Over the last 14 years of SAP's existence, CIDA has been its major funder with the majority of support, coming from its NGO Division. Including contribution of the bilateral desks of Pakistan and Sri Lanka, nearly six million Canadian dollars is being disbursed through the SAP system. We take this opportunity to express our grateful thanks to CIDA for its generous support. In recent years, CIDA itself is experiencing budget cuts. It has become rather difficult to depend on a single source of funding. The SAP supported countries have a backlog of projects submitted each year, therefore the issue of fund diversification has been discussed for the last two years both at the SAP International Council and at the national level. The IC meeting in February '93 in Pakistan gave mandate to each SAP National Councils to explore other funding sources. Confident that SAP National Councils will be able to mobilize additional donor support in the future.

At our International Council meeting, we have just concluded a set of decisions to create a new international organization. I am pleased to announce today that six member organizations of SAP are about to launch South Asia Partnership International. SAP-International will continue to be Asian led and will have its International Secretariat in this region, and it will be open to cooperation with development institutions other than Canadian and to membership from other northern and southern NGOs.

This is a big step for the present members of SAP. It will, we believe, strengthen the programs and services we provide and the community based organizations of South Asia and will position SAP more securely in a world of environment that is rapidly changing.

We are happy to share this news with representatives of the development community active in Nepal and look forward to close cooperation with you and friends in development in many other countries.



*Mr Francois Lortie  
Chairperson  
SAP-Canada*



*Though the basic principles have remained constant, SAP-System has been going through a lot of changes as in the process of its growth.*

Hon Deputy Prime-Minister Mr Nepal, Hon Vice Chairman of NPC Dr Manandhar, Your Excellencies, Dr Sainju, SAP-Chairs and delegates, friends, ladies and gentlemen,

In 1981, forward thinking development people in Canada and South Asia had a issue :

to create a network of equal NGO partners dedicated to supporting the South Asian Region ,six general and community based organizations in particular. The result was the emergence of South Asia Partnership (SAP) - now an established coalition of agencies working in Canada and five countries in Asia. NEPAL is one of these five countries; and SAP-Nepal had been joining the network 10 years ago.

SAP-Nepal, as also the whole SAP system has been evolving but within a continuous process of change and growth, some basic principles have remained constant :

- SAP supports small and emerging NGOs/CBOs to improve their viability as local development institutions. (a) Asians take the lead in priorities and programming. (b) SAP engages Canadian and Asian NGOs in a constructive partnership, and (c) SAP works to improve Canadian understanding of and support for South Asian development.

The role of SAP-Canada members has also evolved, from individual funders of pre-determined projects to active collaborators in the South Asian SAPs like SAP-Nepal. Canadian NGOs now through consultation participate in program planning, assessment and learning in Asia and increasingly in linkage and public awareness programs in Canada.

SAP-Canada has been legally responsible and accountable for the funds received from the Canadian International Development Agency.

We believe that ASIAN SAPs have appreciated SAP Canada's role as a catalyst and facilitator for their organizations and the regional network.



SAP is now at a crossroads. South Asians SAPs organizations are maturing and expanding at a time when Canadian resources are restricted and interest from other donors is emerging.

This International Council of South Asia Partnership has already decided to transform the SAP system into an international structure based in South Asia.

Such a decision is a response to a need for funding diversification but also expresses a self confidence, identity, value and ownership on the part of the Asian SAPs as a regional network.

The SAP network has done so on a strong foundation, with solid values and principles and with the confidence that they can contribute effectively to grassroots development.

The transition that SAP will undergo in the next years will prove the value and the sustainability of this foundation and the support provided by CIDA and the Canadian NGOS members of SAP.

All the Canadian NGOs wish even with limited resources be active participants of the SAP.

Congratulation and Best Wishes to SAP-Nepal.

Thank you



**Mr Rohit K Nepali**

**Executive Director**

**SAP-Nepal**



***SAP-Nepal is a NGO that believes in change through people's participation, SAP-N believes that people have innate potential for change.***

Honorable Deputy Prime Minister , Honorable Vice Chairman National Planning Commission, Dr Sainju, Representatives of donors and INGOs, Your Excellencies, Respected SAP IC Chairperson, SAP Board chairs and members, Distinguished Guests, Ladies and Gentlemen,

Today we stand at the threshold of another purposeful decade for South Asia Partnership-Nepal. Here, we need no introduction as to what SAP-Nepal is. Looking upon our past achievements and errors, we have come forward together in building new ways for a clearer horizon for tomorrow, which is filled with strong determination, firm commitment, well thought out plan and equal enthusiasm to match our vision. Development in our context is the development of the processes of doing it right in a participatory manner. Good intention alone cannot help bring the best results that matters. In this vast and intricate procedures of processing, SAP-Nepal believes in playing a lead role showing the strengths, weaknesses, constraints and opportunities to its partners in development. SAP-Nepal has its own identity with its partners and envisions to keep this identity for long.

SAP-Nepal is an NGO that believes in change through people's participation. It has always believed in grassroots organizations which has been the most exciting phenomenon in the NGO sector in recent times. Some of these grassroots organizations have sprung up from self help groups and projects while others are entirely indigenous, emerging as local people responded to local challenges.

Such organizations have managed to change the thinking of NGOs from trying to make people take charge only in the implementation of the projects to basing the project itself on the people's problems and trying to find out solutions for it. Since the inception of SAP-N in 1985 it has always been on the move. It began as donor agency by providing financial support to small emerging organizations. However, over the period of three years in 1988, it realized the need of human development in NGO sector and introduced Human Resource Development Program for NGO volunteers. Here it does not need to be mentioned that HRD is a very important factor for any development work to be a success. It is people who make the organization or NGOs and if the people themselves are not aware about how to address the need ,development is not possible. We believe that people have innate potential for



change. This is where HRD steps in where SAP-Nepal steps in. Currently to make training an effective tool at capacity building it has been interfaced with program in accordance to the need of the NGOs.

Another project of SAP-Nepal, the Community Action Program (CAP), has been doing various programs involving grassroots organizations. CAP believes that the problems confronted by the rural populace of Nepal are multi-dimensional in nature. It needs integrated approach to solve it. The outcome of this thinking has been many income generating projects interwoven with rural appropriate technologies for the people of Bardiya District, Mid-Western Development Region like construction of bio-gas plants, toilets, improved cook stoves, nursery development and many others.

Approximately 60 to 70% of the annual budget of Nepal is dependent on foreign aid. Of this only 8% is allocated to development organizations. Ninety percent of this amount goes to just 3% of National Level NGOs, whereas other grassroots NGOs get a merely 10%. In this context, the importance of SAP-Nepal comes more to the fore and our commitment to the people for whom we work increases manifold.

The geographical distribution of NGOs in Nepal is very haphazard. Everyone prefers to work in the areas that are easily accessible from the capital city. That is why the volume of NGOs in the Central region is 75% while the Mid-Far Western region has less than 3% of NGOs working there, thus the regional imbalance. SAP-Nepal was one of the first INGOs to work in the Mid-Far Western region with CAP.

Then came 1991 and democracy. This year was not only a milestone in the political arena, but also in the field of development. Social Service National Coordination Council became SWC (Social Welfare Council) with liberal policies and a broader vision. NGOs got a chance to be their own bosses. From 300 registered NGOs in 1990, the number of NGOs registered with SWC has jumped to 2100 in 1994. This alone can give a picture of how things have changed. In such a situation, SAP-Nepal got a chance to really flourish and work harder towards its goal of building a better society before the situation got totally out of control in terms of high dependency of external funding agencies on NGOs and lack of capacity of Nepali NGOs to take up the growing responsibilities. SAP-Nepal ventured into another area by starting the Long Term Partnership Program (LTTP).

LTTP is a unique program in the sense that after doing only one-shot projects for such a long time, SAP-Nepal diversified in doing programs with a life span of five years to build up the institution at the local level. The main aim of LTTP is to support and strengthen the institutional capacity of the local voluntary organizations by promoting institutionalization and self-reliance through participatory process of development which responds to the expressed needs of disadvantaged community. This program was started with eight partners, now there are fifteen who come from the four development regions of the country. With the introduction of long term program, one shot projects that were the norm of SAP-Nepal have slowly been phased out.

1994 saw another phase of change in the SAP-Nepal evolution process. Not only did we start to tap others as prospective funding sources, we set out to work on a project which matches with our vision and mission for SAP-Nepal. This is the building of a NGO Resource Center through PATH project through SNV support.



The idea of PATH germinated to accomplish a complete process to strengthen the capacity of grassroots development organization. SAP-N wants to support its partners even when we are not directly involved with their development work by not providing funding support. With PATH it will be much easier to maintain a continuous relationship. PATH will make available for NGOs facilities such as development information, communications, networking and linkage, training and other general services to promote their hidden or unrecognized innate human potentials.

Preliminary work on identifying the needs of NGOs has already started. PATH is a vision of SAP-Nepal to bring NGOs under one umbrella, exchange their development experience, share the resources to work together in the field of development. To change this dream into reality, we need the cooperation of NGOs as well as people involved in the development field.

SAP-Nepal is in the process of building a Training Center for development workers that will provide professional training in the field of People Based Development. It is a step forward towards institutionalization of HRD program. The main objective of the proposed institute will be to meet the growing training needs of community based NGOs and development workers.

A progressive NGO is one which secures effective people's participation in decision making. However good a project, if it does not catch the people's fancy, it is not worth talking about. Because for a project to be sustainable, it must address the problems and aspirations identified by the poor and must have a management and decision making structure in which they have confidence. This is what SAP-Nepal believes in and will continue doing in the future.

A major step we have taken in our 10th anniversary year is registering as a national NGO. This way we will not only have to play the role of facilitators as a support organization but it will also give us a broader area to work in.

SAP-Nepal has always been different. We are continuously changing our roles according to the needs of the local NGOs. Because we know that to maximize our impact we must be ever aware of the need for change in the way we plan, work, think and relate to others. We have always believed in participatory development.

With the institutionalization of SAP-Nepal we have diversified in our resource base and are decentralizing our development process which will bring us closer to reality and to action. We express our gratitude to people, organizations and agencies who have helped us directly and indirectly in our effort for bringing about change in the NGO sector. Our SAP colleagues of the region and Canada need special mention who have always guided us. Similarly, our Board members, present and past have always inspired us to move forward. Our partner NGOs have always been our friends in achieving our mission. Lastly, people's effort in this endeavor can not be ignored. They have always been a source of inspiration for us. We are thankful to them. Lastly our Canadian partners and the new member of SAP-Nepal family, SNV need to be thanked for their support.

In the end I would like to say NGOs are the actors of the developing stage. They have an important role to play. The maxim, **think locally act globally** is apt to describe the work of NGOs worldwide.



**Huta Ram Baidhya**  
**Member, Executive Committee**  
**SAP-Nepal**

*We will travel in this journey together and form partnership with other like-minded agencies in the future. We shall continue to make a difference for the better.....*

Honorable Deputy Prime Minister, Honorable Vice Chairman, SAP Chairpersons and colleagues, ladies and gentlemen.

We now come to the end of the program to commemorate the happy occasion of the tenth anniversary of South Asia Partnership-Nepal and the closing of the special session of the International Council meeting. During the past week, SAP-Nepal hosted the International Assembly and the Meeting of the International Council of the SAP system.

In 1981, a vision was established to create a network of equal NGO partners dedicated to supporting long term development of socially and economically handicapped people in South Asia. Now SAP is an established coalition of agencies working in five South Asian countries and in Canada. Within the SAP family, whether at the national, regional or international levels, SAP has continued to successfully face the professional challenges through assessment of our comparative competence, focused on making a wider impact and at the same time putting efforts on replication sustainable approaches, methods and innovations.

In this continuous process of learning and improving, change and growth, a new chapter was written in the history of SAP through the decision of the International Council to register SAP as SAP-International. This decision embodies a sense of self-confidence, identity, value and ownership on the part of the Asian SAPs as a regional network. They reflect the potential and opportunity for SAP to exceed the sum of its parts and become a resource, a forum and a voice for the grassroots NGO community in South Asia.

We have heard from the previous speakers that it has been a purposeful decade for SAP-Nepal facilitating pioneering work in Nepal to promote institutional development of the community based organizations to institutionalize themselves to contribute to the development process. Registered this year as a national NGO, SAP-Nepal is committed to further promote this institutional development process through community participation on the basis of partnership.

As we travel in this journey together and form partnership with other like-minded agencies in the future, we shall continue to make a difference for the better. To emphasize, we shall continue to concentrate our efforts to make things better than they would have been for the poor, the weak, the deprived and the vulnerable in this region.

Finally to conclude, on behalf of the SAP family present here, I would like to express our gratitude to the Honorable Deputy Prime minister for his inspiring speech. I would like to extend our sincere



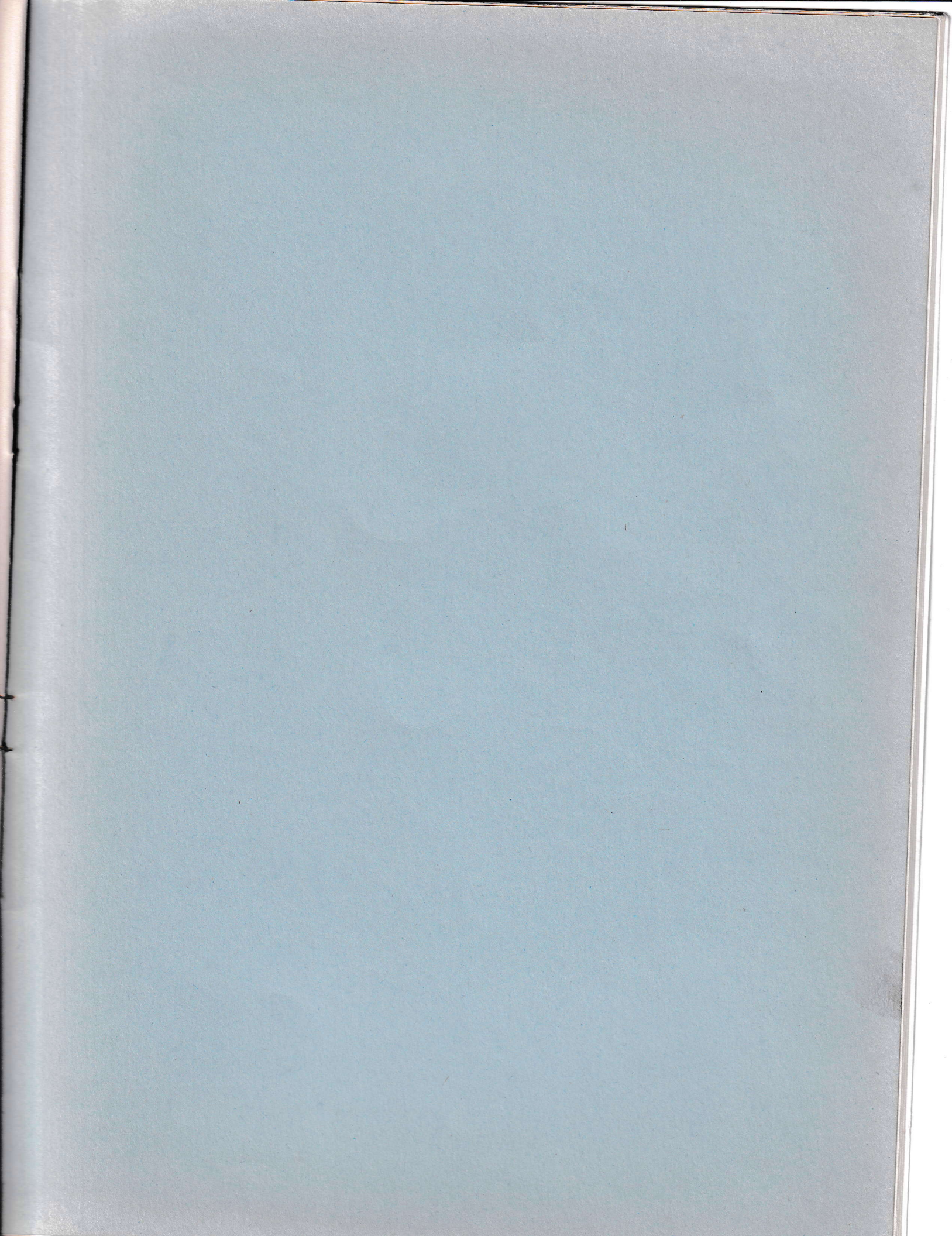
thanks to the Honorable Vice Chairman of the National Planning Commission for his encouraging remarks. For his very thoughtful elaboration on the emerging trends of the NGO scene in Nepal, I would like to thank Dr Sainju.

I would like to express our thanks to all the SAP-Chairpersons and other colleagues for the fruitful discussion during the past week. We hope you all had an enjoyable stay in our country. Appreciation is to be expressed to the Executive Director and his staff from SAP-Nepal office for the excellent organization and impeccable support services during the past week.



Ladies and gentlemen, thank you very much for joining us, i.e. the SAP-family here, this evening to celebrate the 10th anniversary of SAP-Nepal which is a part of the SAP-family now in its 14th year, and now together we transform the SAP system into an international structure. The SAP network has come of age and has set a clear course for the future based on a strong foundation of experience, with solid values and principles, with established mechanisms and systems, and with confidence that it can contribute effectively to grassroots development. We will continue to make a difference for the better.







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## Club 2/3

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***T***he Nepali Long Term Partnership Program partners of Club 2/3 are **Sungava Club and Self Reliant Society Service Center. While Sungava Club is involved mostly in Community Empowerment and Savings and Credit program, Self Reliant Society Service Center does community development work. This NGO is also involved in giving non-formal education (NFE) classes to the community.**

The Canadian Institution which supports programs with involvement of youths in the development of water systems, education, food production, community development and health, joined SAP in order to:

- identify partners in Nepal
- link up with these partners to better implement their educational program
- gain access to more resources on SAP countries
- increase link with other Canadian NGOs.

Club 2/3 defines itself as a non-governmental international cooperation and development education organization. It uses development projects as a basis for educating its target clientele, which is mainly high school aged youths. This clientele is then invited to get involved in concrete actions in solidarity and in support of the overseas partners.

Though till now, only Nepal is the core country for Club 2/3 they have however not yet identified a regional focus and have had projects in other countries like India too.

This organization also hopes to link up with groups both willing and able to submit educational materials like photographs, everyday objects, recycled objects, artifacts and such. It eventually wants these groups to participate in planning the content of the information distributed by Club 2/3 regarding Nepal. ❖



# UNICEF-Canada

OUR PARTNERS IN PROGRESS OUR PARTNERS IN PROGRESS OUR PARTNERS IN PROGRESS

OUR PARTNERS IN PROGRESS OUR PARTNERS IN PROGRESS OUR PARTNERS IN PROGRESS

**U**NICEF-Canada has recently entered Nepalese territory with a program on women and children, apart from Their attention will specially be Kamaiya tribes, a deprived out in the Western region of will be at Bardiya.

support to Red Cross, Sarlahi. focused on the Badi and and marginalized sect spread Nepal. The project area

UNICEF began in 1946 war devastated Europe. organization's mandate address the problems developing world.

Today UNICEF is a and regional offices in the developing Committees in 34 countries. As part of network, UNICEF- with increasing financial for UNICEF and serving world's children.



to help the children of In the 1950s the was enlarged to of children in the

network of country serving 121 countries world. It has National industrialized the World UNICEF Canada is concerned and other public support as an advocate for the

Through the SAP network, support small projects which do with the services offered through

UNICEF Canada seeks to not duplicate, but are consistent UNICEF's own core program.

The sectoral priorities of UNICEF-Canada are:

- child health
- water supply and sanitation
- child nutrition
- community and family based services for children
- formal and non-formal education
- planning, evaluation and project support
- emergency assistance ❖



# Unitarian Service Committee of Canada

## Unitarian Service

Committee of Canada (USC Canada) participates in the programs of SAP so that it may complement USC's activities in Nepal and Bangladesh. It also hopes to reach worthwhile grassroots initiatives and collaborate in emergency responses and institutional building; and last but not the least, be involved in South Asian regional programs.



**USC Canada is supporting the Human Resource Development Project (HRDP) of SAP-Nepal. This project builds up the capacity of the local NGOs, thereby making them experienced and capable enough to handle development work.**

HRDP also gives trainings frequently not only to local NGOs, but also to other International Non-Government Organizations in various areas of development and human resources.

USC Canada was established in 1945 with its philosophy which emphasizes careful stewardship and partnership which places responsibility on both donor and recipient.

A Projects Advisory Committee reviews all projects and country programs and makes recommendations to the Board of Directors.

USC favors projects which promote human development and self-reliance. Its projects help the poor of developing countries meet basic needs and improve their standard of living.





## World Accord

**W**orld Accord was established in 1957 to bring medical assistance and education to the poor. It is a non-secular and non-partisan development agency registered as a Canadian charity.

World Accord promotes initiatives which give the poor the resources to take charge of their own destiny. This organization supports grassroots projects that contribute to sustainable long-term development.

**In Nepal it is supporting the programs of long term partners like the Arunodaya Youth Club, Vijaya Youth Club and Resource Multiplication and Research Center for Agricultural Sustainability. It also supported a rehabilitation program in Sarlahi and capacity building program for NGOs.**

It is an active partner in the development of SAP and it values SAP for partnership building and networking. However it would like the option to continue funding project holders without SAP assistance but keep on supporting innovative projects from the SAP core program. Besides Nepal, it supports programs in India, and Bangladesh.

This organization would like to have more detailed information on the project holder's methodology; the project holder's strategy for attaining sustainability; and how the project fits into the holistic development approach of the project holder.

Likewise, World Accord concentrates its efforts in sectors like food production and agriculture; environment and conservation; oppressed minorities; and income generating projects.

World Accord has difficulty appreciating how the project holder can maintain momentum within the community when there is a lag of upto two years between phases. It also finds that documentation received from Asia varies tremendously from one SAP office to another. ❖



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## World Literacy of Canada

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**N**ari Bikas Sangh, a NGO which is focused on income generation and which is SAP-Nepal's partner in long term partnership program is benefitting from World Literacy of Canada's (WLC) support.

WLC is a non-profit Canadian voluntary organization that promotes international development and social justice. Internationally, WLC supports community based programs that emphasize adult literacy and non-formal education.

Established in 1955, WLC stands by its commitment to empowering the poorest and most disadvantaged and, in particular, to enhancing the status of women. Special consideration is given to projects which involve women in the planning and implementation of the project.

This organization believes in reaching small NGOs which would otherwise not be assisted . That is why they would favour the development of regional programming in community based development, adult education and basic skill training.

What WLC would like of their project holders is to have an outline of their overall vision and plan for the future. They also would like to know how their collaboration with WLC will contribute to these plans. In order to gain this understanding, WLC would like project proposals to outline more clearly the project holder's long term mission and medium and also their long-term workplan. ❖



# Our Previous Partners

<u>Canadian Partner</u>	<u>Project Title</u>	<u>Nepali Partner</u>	<u>Location</u>
<b>1. Canadian Hunger Foundation</b>	-Buffalo Farming	Mahila Adarsha Sewa Kendra	Siraha
<b>2. Club 2/3</b>	-Shankar Drinking Water -Gwalinda Irrigation -Community Metal Utensil -Budhasingha D W -Woolen Sweater Knitting -Budhabari Ginger Farming -Hostel for Blind Students  -Sewa Piggery -Silwaltar Landslides Protection -Biran Irrigation, Canal & Road Kendra -Lalitya Integrated Dev. Project -Literacy/Utensil Projection -Bee Keeping -Harkhapur Drinking Water -Goat Raising	Nepal Nimbark Pith Radha Krishna Sat Sangh Nepal Rastra S S Sangh Community Development Center Nepal Bal Sangathan Mahila Adarsha Sewa Kendra Nepal Association For the Welfare of the Blind Samaj Sewi Youth Club Jan Uddhar Sewa Sadan Paropakar Prathamik Upchar Kendra Lalitya Youth Club Mahila Seep Bikas Kendra Danphe Youth Club Himali Club Comm. Village Development Club  Youth Club, Narayanghat Nepal Ayurvedic Society	Syanja Lalitpur Chitwan Nuwakot Doti Jhapa Kathmandu Jhapa Kathmandu Morang Morang Lamjung Jajarkot Khotang Khandbari  Chitwan Kathmandu
<b>3. Camrose International Institute</b>	-Piggery Project -Consolidation of Production of Ayurvedic Medicine	Youth Club, Narayanghat Nepal Ayurvedic Society	Chitwan Kathmandu
<b>4. Canadian Lutheran World Relief</b>	-Primary School Building -Gunadi Water Supply -RCC Culvert Bridge -Nepali Dhaka -Ramkot IRDP -Kalika Bakery -Malla Rani Community Poultry -Dwalkha Rural Handloom -United Textile -Poultry Farming -Rabi Opi Drinking Water -Community Development Work -Community Building -Wheat, Straw Production/Training  -Poultry Farming -Metal Works -Chhinchu Buffalo Raising -Majhafal Herbal Farming Collection -Khanda Devi Afforestation -Birgha Irrigation	Nepal Children's Organization Leo Club The Relief Trust The Mother's Club Jayanti Youth Club Kalika Youth Club Malla Rani Youth Club Dwalkha Guthi United Youth Club Diyalo Pariwar Nepal Red Cross Jan Jagriti Youth Club Kalinchowk Youth Club Women Service Handicraft Development Center Sitapakha Youth Club Nepal Rastra Samaj Sewa Sangh Women Development Center Himali Samajik Sewa Kendra Khanda Devi Youth Club Gaun Sewa Pariwar	Kavre Pokhara Kathmandu Kathmandu Kathmandu Pyuthan Pyuthan Dwalkha Kathmandu Chitwan Chitwan Banepa Parsa Charikot Pokhara  Lalitpur Gulmi Nepalgunj Dolpa Ramechhap Kaski



-Bharatpur Goat Raising	Diyalo Pariwar	Chitwan
-Rice Mill	Diyalo Pariwar	Chitwan
-Cancer Relief	Nepal Cancer Relief Center	Kathmandu
-Raj Biraj Deaf Children's Hostel	Welfare Society for Hearing Impaired Raj Biraj	
-Godak Drinking Water	Nari Bikas Sangh	Ilam

**5. Cardinal Leger and His-Shanti Ashram Endeavors**

-Community Based TB Control	Bishranti Mandir	Dhankuta
-Pig Farming	Nepal Anti TB Association	Kathmandu
-Soap Making	Nepal Leprosy Relief Association	Kathmandu
-Narayan Printing Press	Village Women Development Club	Lalitpur
-Push Cart	Narayan Pariwar Club	Kathmandu
-Rickshaw Service	Youth Club, Narayanghat	Chitwan
-Rickshaw Self-Employment	Birat Youth Social Service Club	Biratnagar
-Poultry Farming	Jyoti Club	Birgunj
-Sangla Community Poultry	Nari Kalyan Kendra	Jhapa
-Envelope Making	Samaj Sudhar Club	Kathmandu
-Buffalo Farming	Mother's Club	Kirtipur
-Goat Raising	Arunodaya Youth Club	Parsa
-Mahalaxmi Poultry	Women Development Center	Nepalgunj
-Buffalo Farming	Mahalaxmi Youth Club	Kavre
-Poultry Farming	Adarsha Youth Club	Thimi
-Shankarpur Drinking Water	Village Women Development Club	Sunakothi
-Block Printing	Jan Sewa Samiti	Baitadi
-Jan Daha Irrigation	Women Development Skill Center	Jhapa
-Tailoring and Knitting	Narayan Sat Sangh	Lalitpur
-Chepe Buffalo Raising	Machchindra Youth Club	Morang
-Goat Raising	Chepe Club	Gorkha
-Buffalo Farming	Nari Bikas Sangh	Morang
-Pathological Lab	Mother's Club	Lalitpur
-Ikudol Goat Raising	Sewashram Nepal	Kathmandu
-Belpati Stationary	Mother's Club	Lalitpur
-Suba Poultry	Mother's Club	Kalaiya
-Electric Heater	Mother's Club	Kavre
-Multipurpose Community Building	Adarsha Youth Club	Thimi
-Madi Drinking Water	Narayan Pariwar	Kathmandu
-Orthopedic Appliance	Youth Club, Narayanghat	Chitwan
	Disabled Relief Fund Management Society	Kathmandu
-Narayan Hatchery	Narayan Pariwar	Kathmandu
-Janaki Integrated Women Development	Women Development Service Center	Janakpur
-Tharu Handicraft	Nari Bikas Kendra	Nepalgunj

**6. International Refugee and Relief Program**

-Agriculture Tools Production	Nepal Samaj Sudhar Sangh	Dhulikhel
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**7. HOPE International Development Agency**

-Women Income Generation	Leo Club	Pokhara
-Rickshaw Income Generation	Amar Youth Club	Butwal
-Rabi Opi Buffalo Raising	Nuhja Bhumi Youth Club	Kavre



<b>8. OXFAM-Quebec</b>	-Gunadi RCC Bridge -Community Based Rehabilitation	Leo Club Nepal Association for the Welfare of the Blind	Pokhara Kathmandu
<b>9. PLENTY-Canada</b>	-Hume Pipe Culvert -Sundhare Dhara Drinking Water -Bisankhu Narayan Drinking Water -Bakebari Drinking Water -Welding and Electricity	The Reiyukai, Narayanghat Rotary Club, Patan - Rotary Club Patan Nepal Red Cross Welfare Society for Hearing Impaired	Chitwan Lalitpur Lalitpur Kavre Kathmandu
<b>10. Save the Children Fund-British Colombia</b>	-Surmakhola Irrigation -Thodung Primary School Furniture -Primary School Building -Woolen Yarn and Garment -Exhibition and Sale -Tile Making -Bamboo Production -Kaindanda Drinking Water -Taukhal Drinking Water -Dhungkharka Drinking Water -Soap Making -Bartun Drinking Water -Bhimeshwor Rudra Secondary School -Candle and Incense Making  -Water Supply Extension Scheme -Spinning and Weaving -Kaflethok Drinking Water -Srijana Printing -Maure Drinking Water -Candle Making -Masar Sionki Danda Drinking Water -Sangutar Community Latrine -Pahalman Singh Memorial Sec. School -Salyantar Drinking Water -Kirtipur Community Poultry -Dighawa Health Volunteer Training Center -Madan Kundari Drinking Water -Integrated Fishery -Model Village	Nepal Samudayik Sewa Sangh Nepal Samudayik Sewa Sangh Maharshi Chetna Bigyan Sansthan Mother's Club Mother's Club Ratna Jyoti Club Ratna Jyoti Club Gaun Sewa Pariwar Sanatan Dharma Sewa Samiti Sanatan Dharma Sewa Samiti Village Women Development Club Youth Union Club Bhimeshwor Youth Club Association for the Welfare of Mentally Retarded The Reiyukai, Narayanghat Nepal Charkha Gandhi Smarak Hare Ram Youth Club Srijana Youth Club The Relief Trust Mother's Club Bhimeshwor Youth Club Gauri Shankar M.S. Association School - Samaj Kalyan Samiti Bajra Barahi Samaj Sudhar Club Mother's Club Nepal Children's Organization Paropakar Prathamik Upachar Kendra Nepal Children's Organization Raj Devi Club	Ramechhap Ramechhap Lalitpur Lalitpur Kathmandu Kavre Kavre Kaski Kavre Kavre Lalitpur Palpa Ramechhap Kathmandu Chitwan Janakpur Kavre Pokhara Kavre Kathmandu Ramechhap Ramechhap Mahendra nagar Lalitpur Kirtipur Raj Biraj Kavre Raj Biraj Kalaiya
<b>11. UNICEF-Canada</b>	-Training for Community Based TB Program -Vegetable Cultivation -Teach and Train -Primary Health Service	Nepal Anti TB Association Nari Bikas Sangh Damauli Sangam Club Nepal Red Cross Society	Kathmandu Biratnagar Kaski Sarlahi



<b>12. Unitarian Service Committee of Canada</b>	-Education and Skill Training	Nepal Disabled Association	Kathmandu
	-Fishery Development	Nari Bikas Sangh	Biratnagar
	-Cloth Weaving/Training	Adarsha Youth Club	Thimi
	-Cottage Industry for Rural Women	Nari Bikas Sangh	Biratnagar
	-Ready-made Garments	Mother's Club	Biratnagar <sup>13</sup> .
<b>World Accord</b>	-Goat Raising	Sidhartha Youth Club	Pokhara
	-Samaj Kalyan	NRS Kalyan Sangh	Kathmandu
	-Siddhartha Cow Farming	Nari Bikas Sangh	Biratnagar
	-Malangawa Community Livestock Development	Sarlahi Gaun Sewa	Malangawa
	-Community in Environment	RM & RC for Agri-Sustainability	Siraha
	-Training on Repair of Household Electronic Goods	Women in Science & Technology	Kathmandu
	-Vijaya Community Development	Vijaya Youth Club	Gaindakot
	-Integrated Development for Rural Women	Manishi Skill Development Center	Bardiya
	-Gaindakot Tube Well	Vijay Youth Club	Gaindakot
	-Gaindakot Afforestation	Vijay Youth Club	Gaindakot
	-Shanti Cow Farming	Boudha Argaun Sadan	Pokhara
-Adarsha Mahila Sheep Farming.	Mahila Adarsha Sewa Kendra	Rumjatar	
<b>14. World Literacy of Canada</b>	-Khopasi Multipurpose Community Building	Sanatan Dharma Sewa Samiti	Kavre



# Our Current Partners

<u>Supporting Partners</u>	<u>Project Title</u>	<u>Nepali Partner</u>	<u>Location</u>
1. Canadian Hunger Foundation	-Long Term Partnership Program	Rhino Club	Chitwan
	-Long Term Partnership Program	Social Awareness for Education	Banke
	-Nepal India Conservation of Environment	SAP-Nepal	Bardia
2. Club 2/3	-Long Term Partnership Program	Sungava Club	Ilam
	-Long Term Partnership Program	Self Reliant Society Service Center-	Lamjung
3. Camrose International Institute	-Long Term Partnership Program	Samaj Sewi Youth Club	Jhapa
	-Long Term Partnership Program	Machindra Youth Club	Morang
4. Canadian Lutheran World Relief	-Long Term Partnership Program	Diyalo Pariwar	Chitwan
5. Cardinal Leger and His Endeavors	-Long Term Partnership Program	Youth Club Narayanghat	Chitwan
	-Long Term Partnership Program	Tharu Mahila Uthan Kendra	Bardia
	-Long Term Partnership Program	Geruwa Rural Awareness Asso.	Bardia
	-Long Term Partnership Program	Lalitya Youth Club	Morang
	-Long Term Partnership Program	Mahila Bikas Sewa Kendra	Dhanusha
6. Unitarian Service Committee of Canada	-Community Action Program	SAP-Nepal	Bardia
	-Human Resource Development Project (HRDP)	SAP-Nepal	Kathmandu
7. World Accord	-Long Term Partnership Program	Arunodaya Youth Club	Parsa
	-Long Term Partnership Program	Vijaya Youth Club	Nawal Parasi
	-Community In Environment Project	Resource Multiplication and Research Center for Agricultural Sustainability	Siraha
	-Agriculture and Community Dev. for Vulnerable Groups of Nepal	SAP-Nepal	Sarlahi
8. World Literacy of Canada	-Long Term Partnership Program	Nari Bikas Sangh	Morang
9. Netherlands Dev. Organization (SNV-Nepal)	-Participatory Action Towards Holistic Development (PATH)	SAP-Nepal	



## Future Strategy

**I**t has been a decade since SAP-Nepal was established. As the years rolled by, it has learnt a lot from its past errors. SAP-Nepal believes that NGOs are the wheels of socioeconomic change as well as alternative means of building bridges between people and development. SAP is different from other institutions as it is responding to the needs of the local NGOs by changing its strategies and actions.

A major step for SAP-Nepal has been its registration as a national NGO. Before, it used to depend solely on Canadian funds. In the process of making itself a viable national institution SAP-Nepal is diversifying its funding sources. In the past SAP-Nepal played the role of donor agency, now it is playing the role of facilitator and a support organization. Under the collaboration of SAP-N and SNV-Nepal it is in the process of establishing a full fledged Resource Centre for NGOs to meet their increasing needs. The Resource Center will have provisions for communication, linkage and networking, training, and documentation which the member NGOs can utilize to the fullest.

SAP-N is in the transition of shifting from centralization process to decentralization so that it can accelerate the efficiency of the development process. In this process the management and organization structure will change accordingly as per the need of the strategic plan and corresponding programs.

SAP-N will support in maintaining network and linkage among the development line agencies, donor agencies, INGOs, and NGOs to make the development sustainable. It will provide a development forum to meet, discuss, share each other's expertise, experience, development approaches and ideas. Through this, duplication of programs and regional imbalance may be reduced as well as investment will be better utilized.

A Training Center is also on the pipeline of the future strategy of SAP-Nepal. This center will help NGOs to hold trainings and workshops to build the capacity of workers as well as trainers. It also envisions to modulate diploma courses for committed people in the area of People Based Development (PBD), and organization management.

SAP-N will work hard to meet the above objectives as its goal is to improve the quality of life of the poor and disadvantaged people. ❖



## Members of the Executive Committee

Dr. Kk Panday	Chairperson
Dr. Jyoti Tuladhar	Vice Chairperson
Mr. Binod Krishna Shrestha	Treasurer
Mr. Rohit Kumar Nepali	Member Secretary
Mr. Huta Ram Baidya	Member
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Dr. Bal Gopal Baidya	Member
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Dr. Ram Prakash Yadav  
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