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SAP-NEPAL

South Asia Partnership-Nepal

Kathmandu, Nepal



SOUTH ASIA PARTNERSHIP NEPAL

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South Asia Partnership-Nepal

Purano Baneshwor

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MESSAGE FROM THE CHAIRPERSON

For over a decade, SAP-N has been working with grassroot organizations for community development. The focus was on the professional development of grassroot NGOs to carry out community development activities in their respective areas. As a result of SAP-Nepal support, many development organizations have emerged as strong agents of socio-economic change by ensuring people's participation not only in development activities but also in decision-making at all levels. This is a necessary condition for the sustainability of interventions, which is the prime concern of SAP-Nepal.

Sustainability has been defined by SAP-Nepal as a continuity, consolidation and growth of the intervention processes, and resource mobilization by community organizations after the accomplishment of time-bound goals and objectives. SAP-N's approach has been directed to the process of attaining sustainability, awareness creation, conscientization and social mobilization of the marginalized people by building strong developmental perspectives. The major interventions of SAP-N programs have been aimed towards financial sustainability: savings and credit mobilization, micro-enterprises and mutual development activities as well as capacity building to access external resources, organization development and institution building.

To meet the challenges of the time, strategies need to be reviewed regularly and programs rationalized accordingly. The prevailing situation warrants all the more capacity building of Civil Society Organizations enabling them to address the issues of good governance and democratic norms through collective action and value advocacy.

Governance is one of the areas that needs to be consolidated for dealing effectively with issues of the Civil Society and the sustained development of the country. There are many organizations working in this sector and a common cause must be forged by building up alliances and networking in order to achieve tangible results. Poverty alleviation and the socio-economic development of the disadvantaged sections of society are the major challenges that should continue to draw the attention of the government as well as the Civil Society Organizations.

Gokul Prasad Pokhrel

PREFACE

After working at the grassroot level with various Civil Society organizations for poverty alleviation, SAP-N has come to realize that good governance is a prerequisite for the sustainability of development efforts.

SAP-N has the comparative advantage of being not only a pioneer but also the only organization working for the capacity development of Civil Society Organizations. It has developed partnerships with more than 1000 organizations in 62 districts of the country. It also understands that it is ideally located to identify the needs of Civil Society Organizations and can voice their concerns to the decision-makers at the policy level. This would help secure some space for these organizations and has made SAP-N more responsive to the needs of Civil Society Organizations. It has been, therefore, regularly assessing its position and determining its strategies to deal with the issues of the sector

SAP-N has observed that a strong and vibrant democracy is only possible through an alliance of the actors of development. It can help the people at the grassroot level play a pro-active role in strengthening governance at a national level. This requires the strengthening of the internal governance of the NGO, which has been the main focus of SAP-N's activities in 1998-99.

Intensive work was carried out to develop the capacity of nascent NGOs and CBOs. The bulk of the effort was directed towards the strengthening of their capacity to understand the development environment, the poverty situation, a resource-based analysis, a governance framework, the deeper reasons for structural poverty and the deprivation and inequities related to caste, class and gender. Its aim was to help facilitate the interface and collaborative link between the different institutions of the State, the Market and the Civil Society

SAP-N would like to thank all partner and non-partner NGOs for their cooperation and continued support.

INTRODUCTION

SAP-Nepal, a national non-government organization, is primarily dedicated to the alleviation of poverty through the mobilization and strengthening of the country's Civil Society Organizations. It functions as a Support Organization working in partnership with numerous other civil society organizations for their holistic development. SAP-N understands its comparative advantage of being a pioneer organization and of being the only development organization working for the capacity development of the Civil Society Organizations. It has developed partnerships with over 1000 organizations in 62 districts of the country in the past 14 years. It also realizes that it is in an ideal position to identify the needs of Civil Society Organizations. It can voice their concerns to the decision-makers at the policy level in order to secure space for these organizations. This has made SAP-N more responsive to the needs of Civil Society Organizations. It has been, therefore, regularly assessing its position and determining strategies to deal with the issues of the CSO sector. The dynamic culture of the organization has helped realize strategies, programs and activities as per the requirement of democracy, change and development.

As a development organization, SAP-N firmly believes in the inherent and under-utilized innate human potentialities of the marginalized and their power to bring about positive changes in society.

GOVERNANCE WITHIN SAP-NEPAL

SAP-International is a South-based, South led International NGO Support and Advocacy Network. The core members of SAP-I are six national organizations working under the same name and with the same perspective and goals in Bangladesh, India, Sri Lanka, Nepal, Pakistan and Canada. Member organizations are legally registered in their respective countries and have their own independent board of directors, policies, structures and staff. SAP-International supports its members and others with programs on capacity building, research and training, advocacy and lobbying, analysis and planning, evaluations, networking and assistance for resource mobilization.

SAP-N is a membership-based organization. It is governed by an Executive Council (EC) elected by a general body of professionals working in the development sector. The member-secretary of the EC is SAP-N's Executive Director who also leads its staff members in the implementation of the policies formulated by the EC.

SAP-N operates through a Central Office in Kathmandu coordinating three regional offices. Of the three ROs, one is stationed in Biratnagar working for the Eastern Development Region. The Regional Office in Nepalgunj covers the Mid Western and Far Western Development Regions while the office in Chitwan looks after the Central and Western Development Regions. A field office at Sarlahi falls under the Central Development Region.

Roles and Responsibilities of the Regional Offices

As part of the decentralization process the three Regional Offices (ROs) plan, implement, monitor and supervise the on-going projects/programs and generate resources. These offices also provide information, guidance, counselling and feedback to new emerging NGDOs at the regional level and formulate new program proposals. The Regional Office is provided with technical support through the corresponding Division of the Central Office. To strengthen the management system of the Regional Offices of SAP-Nepal, the Central Office periodically conducts orientation program and undertakes regular monitoring visits. The Central Office also delivers regular guidance on project management to the SAP-Nepal Regional offices as well as to partner NGDOs.

The Kathmandu based Central Office is made up of in policy formulation, planning, monitoring and networking units, coordinating the activities of the regions as well as conducting its own programs. The CO's divisions are responsible for planning, monitoring and evaluating on-going activities both at the central and regional levels.

The major roles and responsibilities of the regional offices have been participatory and are identified as follows:

- Implementation of the approved plans and programs
- Representation of SAP-Nepal in regional level activities
- Identification of regional issues
- Formulation of regional plans and programs
- Linkage and networking
- Resource generation to institutionalize SAP-Nepal
- Assistance to SAP-Nepal Central Office on and as-needed basis
- Preparation of reports for respective stakeholders

Since SAP-N is working according to the organizational matrix developed jointly by all the staff members, it operates in both a vertical and a horizontal relationship. There are four Divisions in SAP-N, namely the Resource Promotion Division (RPD), the Institutional Development Division (IDD), the Development Finance Division and the Documentation Support Communication Division (DSC). The staff members of each Division are responsible for channeling of technical and sectorial support to the programs of the CO & RO's. Similarly, the respective staff members have been coordinating the programs.

Roles and Responsibilities of the Regional Offices

Each Division can be defined on the basis of the sectors it handles. There are 14 primary sectors identified by SAP-N.

The following organizational structure details the management responsibilities implemented by SAP during the last year

Divisional Program and Project Management Responsibilities

| Divisions | Sectors | Programs and Projects |
|---|---|---|
| Resource Promotion Division (RPD) | <ul style="list-style-type: none"> ● Micro-Enterprise ● Cooperative ● Social Mobilization ● Environment | <ul style="list-style-type: none"> ● Rural Technology Promotion Program (RTPP) ● Learning and Application Model (LAMP) ● Sustainable Environment Development (SED) |
| Institutional Development Division (IDD) | <ul style="list-style-type: none"> ● Gender & Development (GAD) ● Organization Management ● Human Resource Development (HRD) | <ul style="list-style-type: none"> ● Social Development Planning and Management Course (Diploma and Certificate level) ● Capacity Building Program (CBP) ● Volunteers Development Program ● Partner Support Traject |
| Development Finance Division (DFD) | <ul style="list-style-type: none"> ● Mutual development Foundation (MDF) ● Financial Management ● Fund Raising | <ul style="list-style-type: none"> ● Transition Program ● Strengthening Civil Society Organizations Program (SCOP) |
| Development Support Communication Division (DSCD) | <ul style="list-style-type: none"> ● Communications ● Documentation ● Policy Research & Advocacy ● Linkage and Networking | <ul style="list-style-type: none"> ● Participatory Approach Towards Holistic Development (PATH) ● Citizen's Activism |

SAP-N'S PLANS FOR THE FUTURE

Given the changing political, economic and social scenario of the country it is necessary for SAP-N to plan and develop strategies to address and adapt to the dynamic external environment and develop its capacity accordingly. It has developed its own perspective to deal with the issues pertaining to poverty and development in Nepal.

The vision of SAP-Nepal is sustainable development of the poor and disadvantage sections of the Nepalese society and the realization of their human potentials. To achieve this long-term vision, SAP-N has defined and set its mission as follows:

- The empowerment of the disadvantaged groups of Nepalese society
- The creation and consolidation of People's Organizations to involve them in the democratic process of sustainable development.
- The development of linkages with and among the Civil Society Organizations, the State and the Market to enlarge the forum for development co-operation.

The following seven areas have been identified as the major action areas for SAP-N to ensure the progress towards the ultimate aim of the organization:

- The promotion of development perspectives among the development actors.
- The institutionalization of the participatory process of sustainable development.
- The development of professional human resources of the NGDO sector
- The strengthening of development information, communication and documentation Systems
- The promotion and strengthening of the development organization of the civil society
- The development of linkage and networking between and among CBDOs, NGDOs and INGOs
- Institutionalization of SAP-Nepal

These objectives form the basis for the new concepts and interventions of SAP-N. Each program supports either one or more of these objectives.

MAJOR ACHIEVEMENTS OF THE YEAR 1998-1999

SAP-Nepal is presently undertaking two major programs. One is the Strengthening of the Civil Society Organizations Program (SCOP), a continuation of the LTP Program. Support for this is being extended by World Accord, Cardinal Leger Foundation, Club 2/3, CIDA and SAP-International.

The other is the Participatory Approach towards Holistic (PATH) Development. This program is funded by the Netherlands Development Agency NOVIB.

1. PROMOTION OF DEVELOPMENT PERSPECTIVES AMONG THE DEVELOPMENT ACTORS

• Citizen Activism for Social, Economic & Political Justice

A program of the South Asian Region and supported by SAP-International, SAP-Nepal started a new advocacy program last May. The program addresses the empowerment of citizen by creating awareness about their rights and responsibilities. It is an effort to involve marginalized and remote communities in the processes that affect their lives. The objective of the program is "to develop a critical understanding among partner organizations and communities of the local self-governance structures, processes, constraints and opportunities."

An advocacy team has been formed with representation from the SAP-Nepal Board. Four areas (Poverty, Employment, Environment, and Women) have been identified which will be the starting points for new interventions.

In the past year, the activities that have been implemented or supported by this program are:

- An **Interactive Dialogue Program** with activists, 15 August 1998
This program was organized for SAP country directors with development workers and human rights activists of Nepal.
- Financial Support to the **Dalits Workshop**, 21-22 September 1998
SAP-N provided partial financial support to organize this workshop
- **Interactive Meeting** with elected ward representatives in Ilam, 10 February 1999
As a part of the effort to encourage women's participation in politics, this was the first of a series of meetings organized under the Citizen's Activism program.
- A workshop on the "**Changing Role of Women in Governance**", 26 February 1999
This one-day workshop was organized with the renowned Indian Activist Ms. Kamala Bhasin and Dr. Mohan Man Sainju.
- National Workshop on '**Vision Beyond 2000: A Civil Society Perspective for Good Governance in Nepal**,' 7-9 March 1999.
This workshop was organized to initiate a dialogue among Civil Society Organizations. This three-day workshop had around 150 representatives from various NGOs, GOs, INGOs, academicians, politicians, journalists and development workers.
- Workshop on **Women Leadership in Governance**, 15 April 1999, Kathmandu.
As a continuation to the previous activities, this interactive program brought together women representatives from various political parties to share their experiences on women leadership in politics and governance.

2. INSTITUTIONALIZATION OF THE PARTICIPATORY PROCESS OF SUSTAINABLE DEVELOPMENT.

● Participatory Approach towards Holistic (PATH) Development Program

The PATH Development Program envisages the institutionalization of a participatory process for holistic and sustainable development of the grass-roots community. The following are the objectives specified in the PATH Development Program:

- To build development perspectives of IOs/CBOs while working with the poor and disadvantaged people and without any political biases
- To develop greater professionalism of IOs/CBOs by building capacities and skills in institutionalizing a sustainable participatory development process
- To work with and assist IOs/CBOs to develop a democratic culture and a transparent management system for the operation of the organizations
- To strengthen the Civil Society by increasing the understanding of IOs/CBOs of micro/macro development issues and by expanding their linkages.

These objectives have been set to address the following existing issues, which are jointly identified with several other NGOs:

- Inadequate development perspectives, skills and capacities of NGOs for poverty alleviation and rural development
- Inadequate documentation, communication and information systems
- Low level of democratic culture in community development affairs
- Inadequate professionalism
- Inadequate functional linkages and networking

The first half of the fiscal year mainly concentrated on building the development perspectives of SAP-Nepal's partner organizations. Before implementing the main activities of the project like-minded and committed IOs and CBOs working with the poor and disadvantaged people were identified and selected for partnership. This program has adopted a participatory approach where the program activities are planned, implemented, monitored and evaluated jointly by the stakeholders. Hence, the selection process involved activities conducted in several steps before the final ten organizations were selected. They were involved in the development of the criteria for the selection. Organization scanning was carried out in all of the eight districts (Surkhet and Bardia in the Mid-Western Development Region, Kaski and Rupendehi in the Western development Region, Makwanpur and Sarlahi in the Central Development Region and Ilam and Siraha in the Eastern Development Region) to study the democratic culture, appropriate human resources and institutional capabilities for the PATH Development Program.

The organizations were ranked on the basis of scores obtained on various aspects such as: Organizational democratic culture and practices, target constituency and target groups, experience, development approach, management, and organizational and financial sustainability

The goal of the PATH Development Program can be reached only when the organizations involved are sincerely committed to democratic principles and have a general understanding of various aspects of the PATH development program. In order to develop mutual understanding among partner organizations, consultation workshops/meetings were organized at various levels.

- **Regional Level Consultation/** Workshop for Selecting Partner IOs/ CBOs: Four events, June 18-20, 22-24 & July 2-4, 1998. These Regional Consultation meetings were held with the potential partner organizations to develop a mutual understanding about the objectives of the PATH Development Program.
- To achieve the pre-determined objective of building a development perspective among IOs/CBOs, an **Inter-Regional Consultation meeting** (Development Perspective Education Workshop) was organized at SAP-N, CDRO, Sauraha for
 - Intermediary Organizations (IOs) from July 24 - 26, 1998 and
 - Community Based Organizations (CBOs) from July 28 - 30, 1998
- From 16-18 September 1998, a **Joint Inter Regional Consultation Meeting** was held to develop a common understanding on development issues. The main objective of this workshop was to clarify the concepts of good governance (transparency, accountability, ownership and sustainability) among the partner NGOs and to develop a common understanding on the issues related to the concepts.

- **District Education Programs** at CBO & IO Level: District education programs were carried out in eight separate events in the PATH program districts. The previous workshops with the partner organizations had identified the inadequacy of both the development perspective and the democratic culture within NGOs as the main issues relating to governance in the NGO sector. Hence, the education programs were conducted to address these issues. Apart from the development of a common understanding on the concepts of transparency, ownership, accountability and sustainability, participating organizations have reviewed their strategic plans to promote good governance within their organizations.

One of the main components of the PATH Development program is to link micro and macro issues to bring out positive changes in Nepalese society. This approach is essential to raise the voice of marginalized groups from grassroots up to policy levels. In order to minimize the gap between the two levels, forums for interactive dialogues on various topics including substantive issues relating to NGOs and their work are being held on a monthly basis with the partners.

The PATH Development Program entered its second year in October 1998. The purpose of the program is to provide support services to CBOs and IOs to enhance the institutional development process which is in line with the second objective of the program. A National Resource Center (NRC) at the SAP-N Central Office and three Regional Resource Centers (RRCs) at its Regional Offices have been established.

Achievements:

- Identification of potential partners for the formation of a District Advisory Committee (DAC).
- Identification of training needs of partner NGOs through workshop.
- Enhancement of Development perspective among partners
- Sensitization of partner organizations on gender issues.
- Development of common understanding among partner organizations on the concepts of good governance, accountability, transparency, ownership and sustainability. After six months of continuous work the network formed in the process presented a paper on the situation and understanding on the above concepts among the NGOs at the national workshop organized in March by SAP-N.

After an in-depth situation scanning in the eight selected districts and several workshops, 80 NGOs have been identified as potential partners for the PATH Development Program. (See Annex-I)

● Sustainable Environment Development (SED) Program

Environmental problems are severe in the Mid Western and Far Western Developmental Regions, especially because of an imbalance in the various interventions of the past years. Attempts to address the situation have not been fully able to meet the challenges and fulfil the needs of the people in the area.

With the purpose of helping people deal with the problems caused by the depletion of natural resources and the restrictions of the National Park policy SAP-Nepal's Mid Western Regional Office has launched the Sustainable Environment Development Program from January 1999 with financial assistance from the Canadian Co-operation Office (CCO). The program mainly focuses on the establishment of local-level institutions, which will take up the responsibilities of managing their own resources, as well as the capacity building of local CBOs to plan for sustainable development in the project area.

The program will facilitate to increase understanding of the local environment with respect to:

- development potentials and constraints;
- the generation of sufficient information to choose between development options; and
- the creation of village environmental plans to establish a program of sustainable development for communities of the project areas.

The Canadian Co-operation Office (CCO) will support the program financially for a period of one year. Groups have already been formed and oriented on the program in the selected areas (two VDCs of Banke district: Bankatwa and Naubasta).

Green Workshop: Seminar on Sustainable Agriculture (Joint Venture)

The economy of Nepal is heavily dependent on agriculture. Over 90 percent of the economically active labor force is engaged in subsistence agriculture (Silwal, U.K., 1995). Today, like other countries Nepal has also started experiencing the severe problems of environmental deterioration mainly the degradation of land due to the over use of chemical fertilizers and insecticides. Farmers use high agricultural inputs for quick increase in production. For first few years they received high yields, but now there is a trend of constant reduction in agricultural productivity

Envisioning this situation in the country, SAP-N, MWDRO, Nepalgunj conducted a Seminar on Sustainable Agriculture on April, 1998. The objectives of the program were to develop critical awareness among participants about the benefits of traditional system, the bad impacts of modern technologies in agriculture and to study possibilities of extension for traditional agricultural methods minimizing external harmful inputs.

The workshop was attended by 14 participants excluding 4 SAP-N Staff members. Five of the total participants from the NGOs were female.

● Rural Technology Promotion Program (RTPP)

The Rural Technology Program (RTPP) of SAP-Nepal conducted a field visit in the districts of Taplejung and Terathum. The main purpose of the visit was to study the status of herb collection and conservation, to identify possible marketing channels for herbal products and to create awareness among community groups. The districts of Taplejung and Terathum were selected for study as they possess the greatest potential for herbs in the region.

An orientation program was organized to raise the awareness of individuals and groups about the preservation of their cultural heritage through the engagement of the community members in new ways of conservation and utilization of the natural resources. The main focus of this orientation program was on sustainable harvesting, proper management of herbal plants, economic benefits from the herbal plants and the market potential of these herbs. The following findings were made:

- Only a few people from the community were involved in the collection or sale of herbs
- Most of them collected these plants only when required by the family
- Although some people were aware of the correct harvesting period, they still collected herbs earlier because of pilfering by outsiders.
- Most of the community had a good knowledge of a variety of herbs available in the area and their uses.

Interaction with Different Groups

A total of six groups were formed in Taplejung, for the orientation program. A local NGO, the Kanchanjunga Conservation and Development Committee (KCDC), had formed these groups in three different locations: Tapethok VDC, Helok-7; Limkhim VDC, Limkhim-5; Hangdewa VDC, Bungkhulung-1. Two groups had been formed in each of the three VDCs. One group consisted of women (the Mother's group) and the other of men (the Nagarik Group).

3. DEVELOPMENT OF PROFESSIONAL HUMAN RESOURCES OF THE NGDO SECTOR.

In 1998, the Institutional Development Division of SAP-N conducted and facilitated annual training programs on the capacity building of development workers. These programs are mainly based in the areas of Situation Analysis, Gender and Development, Organization Management/ Development and Program Planning and Management.

SAP's major achievement of the year was the initiation of a diploma level course on Social Development Planning and Management (SDPM), the first of its kind in Nepal. This was initiated in response to the increasing need for committed and competent development workers to work for rural-based NGDOs.

The diploma course in social development has been designed to produce individuals trained in planning and management skills. The course is based on a people-based development philosophy with an emphasis on the production of personnel with capabilities in development analysis, planning, implementation and the management of community organizations and programs.

The first diploma course started from 16 December 1997 in Kathmandu.

Twenty-four students graduated from the six-month long course which was completed in June 1998. The second Diploma course on SDPM was completed in May 1999.

The SDPM courses cover the following areas:

1. Development Modules Stream

- Social Development Principles & Practices
- Resource Generation & Development
- Capacity Building of Community Organizations
- Gender and Development
- Environment and Development

2. Management Module Stream

- Strategic Management of NGDOs
- Development Program Planning
- Participatory Monitoring and Evaluation
- Small Enterprise Management

3. Operational Module Stream

- Financial Management & Basic Accountancy
- Proposal & Report Writing
- Training Design, Management & Facilitation

Two batches of the six-month Diploma Course on Social Development Planning and Management have graduated in the past year. The first batch of 25 students graduated in June 1998 and the second batch of 13 students graduated in May 1999.

A certificate course was also initiated last year. The course was conducted by the Eastern Development Regional Office in Biratnagar. The first batch of 25 students have already graduated.

SAP-N has also continued to provide consultancy services in community/social development to several NGOs, INGOs and GOs. Advisory services on Institutional Development, Human resource Management Program Planning and Management and Social Development were provided to various professionals, including the UNDP and other INGOs like UMN-Nepal, RDTC, Helvetas-Nepal & SNVNepal (Mechi Hill Development Project).

Other activities in Human Resource Development are as follows:

- Training for staff on the Development of Training Manuals (January 18-23, 1998) on the topics:
 - People-based Program Planning
 - Program Planning and Management
 - Cooperative
 - Financial management
 - Saving and Credit

(These manuals are ready for publication)

- Training on Sustainable Community Forestry for the Nepal UK community Forestry Program: Under the coordination of the Institution Development Division, a 49-day field-training program was organized on Sustainable Community Forestry Management for the UK Community Forestry Project from February 6 to March 26, 1999.

The training program was organized in three consecutive events in three different locations/countries: Nepal, India and Bangladesh. Those who participated in the training were the Community Forestry Officers of the project and rangers of the District Forest Office working in seven districts of Nepal (Dhankuta, Bhojpur, Sankhuwasabha, Myagdi, Baglung and Parbat), where the NUKCF Project is being implemented.

- Training and Exposure visit on Micro enterprise 28 May - 12 June 1998, CYSD.

Volunteers Program

In previous years volunteer development had been a continuous activity under the HRD program. The purpose of the program is to develop professional human resources to work in the development field. Individuals, especially women are encouraged to participate in this program where they get to experience the working environment at SAP-N and also to develop their knowledge by participating in different events and activities of the organization.

In 1998, five volunteers were hired by the Central Office of SAP-N. Four of them had completed the SDPM diploma course in the last year. The volunteers have been assisting with documentation and training activities at the CO.

4. STRENGTHENING DEVELOPMENT INFORMATION, COMMUNICATION AND DOCUMENTATION SYSTEMS

SAP-N has always attempted to give its partner and non-partner organizations access to relevant information. This is necessary if the NGOs are to make the right type of intervention in their areas. Whether in training, workshops, interactive meetings or monitoring mission, SAP-N provides various types of information to its partner organizations. Development information on environment, Ninth Plan policies, gender issues etc. are regularly disseminated to the partner organizations.

One channel of information dissemination is SAP-N's quarterly bulletin SOFAN. This bulletin is published alternately in English and Nepali. While the English issue mainly focuses on information of SAP-N activities and programs, the Nepalese issues are educational. Other publications include the series "Contributions to Development", which began publication from March; training manuals; workshop reports, etc.

The Resource Centers serve as support systems providing training, communication, and documentation facilities. The Resource Centers make substantial contributions in guiding and counseling to NGOs on proposal writing and other issues. The RRC hostels are used by partner NGOs and support organizations on a cost-sharing basis. The Resource Centers also provide partner NGOs with resource materials and development information.

The resource center in Kathmandu has been developed as the National Resource Center (NRC) providing its services to the NGOs and INGOs based in the capital. The resource and training center in Sauraha has been developed into the South Asian Participatory Development Exchange Center or SAPDEC. The center will contribute to capacity - building, the facilitation of learning and linking opportunities, empowerment and the conducting environmental analysis. The center will also serve as a meeting ground for those who wish to strengthen the vision of Civil Society Organizations.

The center will be involved in providing various types of support services like

- Capacity building training for the enhancement of CSOs
- Forum for interaction with development agencies and CSOs
- Library with a collection of information and documents on development: Training materials, research, and workshop and training reports & reference documents.
- Guidance and Counseling in the areas of governance, gender, environment, management, planning, community development etc.
- Training facilitation services of competent and experienced Resource People
- Database of NGOs, Support organizations, rosters of resource persons, trainers/facilitators
- Provision of training hall and training equipment such as TV and VCR, Overhead projector, computers and printers, and audio recording equipment.
- Accommodation in cottages and hostel available at present for 80 individuals with further extensions underway

5. PROMOTION AND STRENGTHENING THE DEVELOPMENT ORGANIZATIONS OF THE CIVIL SOCIETY

● Strengthening Civil Society Organization Program (SCOP) 1998 - 2001

Taking into account SAP-N's decade long organizational experience and the encouraging results of LTPP-I & II, SAP-Nepal initiated the 'Strengthening Civil Society Organizations Program' (SCOP) in a mutual-development approach with the support of its Canadian partner organizations. The following goal, objectives and strategy come directly from the SCOP program proposal submitted by SAP-Nepal.

The program is more focused on sustainable development, incorporating community empowerment, institutional development and advocacy for effective delivery to the development issues at the grassroots.

Goal: The goal of SCOP is to provide voice to the powerless people by strengthening the Civil Society Organizations working for the development of the deprived and marginalized communities.

Objectives: The objectives of SCOP are:

- To promote a participatory development process for the marginalized people
- To develop linkages and networking among Civil Society Organizations
- To promote linkages between CSOs and government and international NGOs
- To develop a Mutual Development Financial System

Strategy: The long-term strategy of the program will be to assure the NGOs to be 'institutionally self-sustaining'.

Social Mobilization

Social mobilization has been designed to set the foundation for future activities of partners. It focuses on awareness raising at the community level and at the same time encourages the formation of sector groups from which other program activities can be built.

In the first year, SAP-N has managed to identify 51 potential NGO partners under four categories (Community based Organizations - CBOs, Potential Intermediary organizations - PIOs, Intermediary Organizations - IOs, Professional Support organizations - PSOs), including 14 women's organizations. Once the potential NGO partners were identified, funding was provided to 17 of these NGOs to develop and implement their sector development proposals. Guidance and counselling were provided to NGO partners which has led to the development of a common understanding on the roles and responsibilities of partner organizations for the implementation of SCOP. An environment has also been created for co-operation between the NGOs and SAP-N.

Orientation workshops were conducted not only to provide information on the SCOP program to interested NGOs and CBOs but also to develop a common understanding on the concept of the program and the role of the partners. Three such workshops were held (Two for CBOs and one for IOs). A total of 91 people, representing 30 NGOs, including 19 women's organizations, attended the workshops. The workshops also enabled the participating NGOs to formulate and formalize lists of needs at the NGO and community levels.

Four separate workshops, which addressed a variety of administrative capacity building issues for NGOs, were conducted for the partners under SCOP. Topics included proposal writing, village development planning, and RBM reporting. A total of 53 people representing 20 organizations attended these workshops.

Civil Society Organizational Strengthening Training (COST)

CBO members were given a month's training on "Civil Society Organization Strengthening Training" (COST), between November 4-December 4, 1998, at Sauraha. This training package was developed after taking into consideration the training needs of the partner organizations on people-based development and civic education. The objective was to enhance the knowledge and skills of participants in social mobilization, organizational development, a Mutual Development Foundation program and networking. 24 people representing 9 CBOs attended the workshop.

6. DEVELOPMENT LINKAGE AND NETWORKING BETWEEN AND AMONG CBDOS, NGDOs AND INGOs

SAP-N has been creating and actively participating in development forums at the regional, national and international level to enhance NGO and CBO linkages and networking under the different programs of the organizations.

With the objective of strengthening the relationship among the partner CBOs/NGOs to address the common problems and development issues, new networks have been formed in the last year under various SAP-Nepal programs.

At the regional level, SAP-N has conducted three workshops on the role of NGOs in good governance. Representatives from 92 organizations, including 25 women's organizations attended these workshops. The workshops identified issues on good governance, strengths, weaknesses and opportunities for NGO participants.

A consultative workshop to build up relational capacity of the partner organization was held at the CDR Regional Office. Five partner organizations of CDR participated in the workshop. Members of the Praja Development Program, which is run by SNV-Nepal, and District NGO Coordination Committee, also participated in the workshop.

At the national level, a workshop on Civil Society Perspectives for Good Governance was conducted. 177 people representing 149 organizations attended this workshop including 20 women's organizations. This workshop not only discussed the concepts of good governance and the civil society, but also identified possible ways of building national networks for Civil Society Organizations.

At the international level, SAP Nepal was involved in a network workshop in Orissa, India. This workshop was designed to increase the awareness of SAP-N staff about the networking possibilities that exist within the international NGO community.

As a part of building a partnership dimension, the SCOP program has formed a national level NGDO Network with a membership of 51 CBOs/IOs as well as professional organizations. This functional networking has been working in different sectors such as youth, women, and environment. These networks are designed to increase understanding of the importance of inter-organizational networking.

SAP-Nepal has maintained and promoted linkage and networking among NGOs, GOs, INGOs and financial institutions. At present, there are about 1000 CBOs/IOs that have different levels of partnerships with SAP-N. The nature of partnership varies with the support they have received from SAP-N. Partnership has been categorized as information/communication, coordination, consultation, training, financial support and a holistic approach (integrated approach).

At the national level, SAP N is a member of:

- Association of International NGOs, Kathmandu
- ICIMOD, Kathmandu
- Nepal Federation of Saving and Credit Union, Kathmandu
- Nepal Federation of Cottage and Small Industries, Kathmandu
- Communication Network

At the international level, SAP-N has linkages with:

- International Network for Sustainable Energy (INFORSE), Denmark
- Global Excellence in Management (GEM) Alliance, USA
- UN Convention to Combat Desertification NGO Network (RIOD)
- The Ford Foundation, New Delhi, India
- SARRA, Bangalore, India
- Center for Youth and Social Development (CYSD), Bhuwaneshwor, India
- CIRDAP, Dhaka, Bangladesh
- Youth for Action, Hyderabad, India
- BRAC, Bangladesh
- NOVIB, Netherlands
- PRIA, India
- MYRADA, India
- St. Xavier's Institute of Management (XIM), Bhuwaneshwor, India

7. INSTITUTIONALIZATION OF SAP-NEPAL

The professional development of its staff members is a regular feature of SAP-N and professional development leading to the institutionalization of the organization is one of the seven objectives of the organization. There are mainly two programs going on to support this objective: Transition and Traject programs.

• Transition Program

The Transition program is a program of the whole SAP system. It was initiated with the goal to position SAP International and its member organizations as an autonomous, sustainable, democratic national and international NGO network supporting grassroots NGOs to meet development challenges in South Asian communities.

In SAP-Nepal the goal of the Transition program is to:

- help CBDOs and NGDOs institutionalize community development process for improving quality of life of the poor and disadvantaged people/groups at grassroots levels
- develop support service system for CBDOs/NGDOs to promote themselves as sustainable local development institution of participatory development at grass root level.

This program aims to ensure greater domestication of the SAP system program in South Asia. The objective is to achieve 'a major and accelerated transformation' of the SAP System from a Canadian-funded and guided network to a group of autonomous South Asian development organizations. The funds though originating from many sources are to be united and led in Asia by SAP- International.

This program is funded by the Canadian International Development Agency (CIDA). The main activities carried out in the past year of the program include:

- Conducting training programs
- Providing consultancy services
- Establishing linkages and networking with other donors
- Maintaining a continuing funding relation with the current partners.
- Development of plans for self sufficiency through diversification

Achievements:

- Development of Reserve Fund
- Establishment of Institutional Development (ID) Fund
- Policy development for Regional Office Autonomy and Decentralization
- Linkage established with
 - Ford Foundation
 - NOVIB etc.
- Development of plans for diversification
 - Communication Support Program

● Partner Support Traject

In order to enhance their capacity, staff members are encouraged to participate in different workshops and meetings organized by different NGOs, INGDOs, etc. The staff members also participate in various workshops organized by SAP-N as per the action plan of its various programs.

Partner Support Traject is another program that functions for the professional development of the staff of SAP-N. It aims not only to enhance the capacity of the staff members but also the capacity of those organizations involved in the PATH Development Program. Under the Traject, the following activities were carried out:

- **A Gender Sensitization Workshop** (for staff and board members) was organized from May 4-8, 1998, Kathmandu.
- **Interactive Program on Advocacy** of SAP-N board and staff members
- **Training Program on Advocacy** (participated by: T.L. Shrestha, Roshan Bhandary and Shikha Shrestha), from 1-8 August, 1998, National Center for Advocacy Studies at Pune, India
- **Advocacy Workshop** (participated by Babu Ram Shrestha and Juju B. Dangol), August 27-29, 1998, jointly organized by ACTION AID and SAP-N in Kathmandu
- **Advocacy Program** for Staff and NGO members, August 31-September 8, 1998, Kathmandu
- **Post Graduate Diploma in NGO Leadership and Management** (participated by Mr. Narendra P. Joshi) Post-Graduate Diploma course in NGO Leadership and Management, February -August 1998, Global Partnership, a consortium of three organizations, ORAP-Zimbabwe, SIT-USA and BRAC-Bangladesh
- **Sustainable Agriculture training** - SARRA, November 20, India
- **Participatory Monitoring and Evaluation Workshop** - DRTC, March 22-25, India

The following can be listed as the achievements of the year under this program:

- Gender Focal Team formed
- Advocacy team formed
- Four issues identified for advocacy:
 - Right to decision making
 - Excessive use of chemicals in agriculture
 - Unclear NGO policy
 - Right to use and conserve natural resources

Gender And Development

The gender issue is directly related to the integrated development of Nepal. Discrimination against sex has a negative effect in the development effort. In 1997 SAP-N committed to another transformation. The aim was to institutionalize gender in the organization within a period of two years. This is to be achieved through the Gender Traject program. In the period of one year, SAP-N has made significant achievement towards the objective of this program.

A GAD Strategic Plan for 1997-2001 and Gender policy have been developed and finalized. The Gender policy is a directive for all divisions and staff to help them to incorporate gender in their programs and operations. The issue of gender has become a part of every workshop and meeting organized with SAP-N's partners. Importance of Gender and Development is shared among the participants during orientation and other consultation meetings/ workshops.

The continuous effort to incorporate gender issues has aroused profound interest among NGDO members, and has encouraged female representatives to act as decisions-makers (to participate in different workshops/ seminars). In the last several years, SAP-N has been dedicated to sensitizing its partner organizations to the issue of gender. With a strong basis of understanding, partner organization can develop ways of dealing in gender.

Participation in SAP Regional and International Events

SAP Nepal representatives have participated in different regional and international events organized by SAP and other international organizations. Some of the important events were:

- Annual Forum, Canada
- Convention to Combat Desertification (CCD), November 10-11, 1998, Hyderabad, India
- Advocacy Workshop, August 1998 Pune, India
- SAP International Board Meeting, Bangalore, India
- Convention to Combat Desertification (CCD), 7-10 July 1998, Nairobi, Kenya
- Participatory Monitoring and Evaluation Workshop, March 1999, (CYSD) Bhuwaneswor, India
- Self- Audit Training to Center for Youth and Community Development, (CYSD) Bhuwaneswor, India

The following table shows the results of the survey conducted in the Eastern Districts of the Province of KwaZulu-Natal. The survey was conducted in the period from 1st January to 31st December 2000. The results are presented in the following table:

| Category | Number of Responses |
|----------|---------------------|
| 1. ... | ... |
| 2. ... | ... |
| 3. ... | ... |
| 4. ... | ... |
| 5. ... | ... |
| 6. ... | ... |
| 7. ... | ... |
| 8. ... | ... |
| 9. ... | ... |
| 10. ... | ... |

ANNEXES

The following table shows the results of the survey conducted in the Eastern Districts of the Province of KwaZulu-Natal. The survey was conducted in the period from 1st January to 31st December 2000. The results are presented in the following table:

| Category | Number of Responses |
|----------|---------------------|
| 1. ... | ... |
| 2. ... | ... |
| 3. ... | ... |
| 4. ... | ... |
| 5. ... | ... |
| 6. ... | ... |
| 7. ... | ... |
| 8. ... | ... |
| 9. ... | ... |
| 10. ... | ... |

Annex -I

The potential partner organizations form eight districts under the FATH Development Program.

Eastern Development Region**District: Ilam**

1. Ilam Shayog Parishad
2. Mahila Jagaran Sangh
3. Mahila Kalyan Samaj
4. Mahila Srijana Samaj
5. Mechi Namuna Club
6. Mirmire Bihani Club
7. Mount View Youth Club
8. Namsaling Samudayik
9. Sungava Club
10. Suryodaya Youth Club

District: Siraha

1. **Multiple research Service Center (MRSC)**
2. Srijana Club
3. Bikas Ra Sewa Kendra
4. Sunrise Club
5. Gram Sewi Samaj
6. Mahila Samaj Kalyan Samiti
7. Bhawani Youth Club
8. Grameen Mahila Kalyan Sewa Kendra
9. Mahila Bikas Silpa Kala Kendra
10. Mahila Uddhar Sewa Kendra

Central Development Region**District: Makwanpur**

1. Grameen Swabalumban Sanstha
2. Hamro Srijansil Samaj
3. Himchuli Samuha
4. Jana Chetana Youth Club
5. Jana Shakti Club
6. Mahila Club
7. Nari Seep Srijana Kendra
8. Nava Jeevan Jyoti Club
9. Nepal Grameen Bikas Samuha
10. Sangum Club

District: Sarlahi

1. Grameen Nari Utthan Sangh
2. Grameen Swayam Sewak Sangh
3. Lok Sanskriti Bikas Samiti
4. NWEETHA
5. Samaj Sewa Yuwa Sangh
6. Samudayik Bikas Karyakram
7. Samudayik Sahakari Bahumikhi Sanstha
8. Sarlahi Grameen Sewa Samaj
9. Savodaya Sewa Sangh

Western Development Region**District: Kaski**

1. Indreni Youth Club
2. Kissan Dekhi Kissam Samma
3. Macchapuchre Samaj Sewa Sangh
4. Macchpuchre Bikas Sangh
5. Nari Sewa Hastakala Bikas Sangh
6. Professional Women's Club of Pokhara
7. SEDA-Nepal
8. Siddhartha Youth Club
9. Surya Chandra Youth Club
10. TOLI

District: Rupendehi

1. Ama Milan Kendra
2. Gramin Mahila Utthan Sangh
3. Gramin Utthan Samaj
4. Indreni Gramin Bikas Samaj
5. Lumbini Ekikrit Bikas Kendra
6. Lumbini Shikshya Bikas Sangh
7. Lumbini Yuwa Gramin Bikas Samaj
8. Nepal Raatriya Dalit Samaj Kalyan Sangh
9. Siddhartha Grameen Bikas Sangh
10. Swaccha Grameen Batabaran Sangh

Mid-Western and Far Western Development Region

District: Bardiya

1. Batabaran Samrakshan Samaj
2. Batabaran Samrakshan Tatha Grameen Chetana Abhibridhi Sangh
3. Batabaran Tatha Prakritik Jeeb Samrakshan Kendra
4. Geruwa Grameen Jagaran Sangh
5. Grameen Sewa Sangh
6. Samaj Kalyan Kendra
7. Samudayik Bikas Kendra
8. Samudayik Bikas Sangathan
9. Samuhik Yuwa Club
10. Tharu Mahila Utthan Kendra

District: Surkhet

1. Batabaran Sudhar Samaj
2. Bheri Samudayik Bikas Sanstha
3. Dalit Pidit Mahila Kalyan Sangh
4. Mahila Sikshya Tatha Arthik Bikas Samaj (WEEDS)
5. Nari Kalyan Tatha Samudayik Bikas Kendra
6. Nari Samaj Bikas Sangh
7. Pahadi Grameen Nirutsahi Jana Utthan Sewa (HERNUS-Nepal)
8. Samaj Jagaran Kendra (SAC)
9. Samaj Kalyan Kendra
10. Samudayik Bikas Shrot Kendra (CDRC)

Annex -II

After an in-depth NGO scanning process following NGOs have been identified as potential NGOs from three regional offices for partnering with SCOP

Community Based Organizations - 21**Eastern Development Regional**

1. Chisapani Samudayik Vikas Kendra, Irautar, Ilam
2. Bangedangi Samudayik Bikas Kendra, Jhapa
3. Lalitya ICDP, Bhathigachha, Morang

Central and Western Development Region

4. SEWA - Nepal, Mahuwan, Parsa
5. Gramin Nari Uthan Sangh, Haripur, Sarlahi
6. Sagun Bikas Samaj, Jutpani, Chitwan
7. Samudayik Bahumukhi Sahakari Samstha, Shankapur, Sarlahi
8. Anjuli Pariwar, Ratnagar, Chitwan
9. Mahila Uthan Kendra, Mahuwa, Janakpur
10. Samaj Sewa Samudayic Bikash Sahakari Sansthan, Baraudhoran, Sarlahi
11. Laligurans Mahila Club, Parbat
12. Samudayik Adhyan Kendra, Ghamrang, Lamjung

Mid-Western and Far Western Development Region

13. Gramin Mahila jagaran Sewa Sangha, Ramghat, Surkhet
14. Shiva Shakti Gramin Jagaran Sangha, Nayagaon, Bardiya
15. Mayur Samaj Sewa Kendra, Mayurbasti, Kalika, Bardiya
16. Samudayik Vikash Sangathan, Bardiya
17. Batabaran Samrakshan Tatha Gramin Chetana Abhibhridhi Sangha, Thakurdwara, Bardiya
18. Samaj Sewa Pariwar, Kohalpur, Banke
19. SAATHI Samstha, Dhodhari, Bardiya
20. Community Development Organization, Bagnaha, Bardiya
21. Tharu Tatha Raji Mahila Samaj, Kailali

II. Potential Intermediary Organizations (PIOs) - 10**Eastern Development Region**

1. Environment Protection Youth Society, Jhapa
2. Mahila Sahabhagita Karyakram, Rumjatar, Okhaldhunga
3. Sabala Gramin Kendra, Terhathum

Central and western Development Region

4. Jana Jagarity Youth Club, Basdilwa, Parsa
5. NWEETHA, Sarlahi
6. Rural Environment and Development Association (REDA), Dhading
7. Nari Sewa Hastakala Vikas Kendra, Pokhara

Mid Western and Far Western Development Region:

8. Nepal Mahila Samudayik Sewa Kendra, Dang
9. Center for Social Awakening and Campaign (CSAC), Banke
10. Tharu Women Upliftment Center, Gulariya, Bardiya

III. Intermediary Organizations (IOs) - 18

Eastern Development Region

1. *Siddhava Club Nam*
2. Samaj Sewi Pariwar, Jitapa
3. SOLVE, Dhankuta
4. Machhindra Community Service Centre, Kerabari, Morang
5. Lalitya Youth Club, Morang

Central and Western Development Region

6. Diyalo Pariwar, Narayanghat, Chitwan
7. Youth Club of Narayangadh, Narayanghat, Chitwan
8. Arunodaya Youth Club, Mahuwan, Parsa
9. Women Development Service Center, Janakpurdham
10. Self Reliance Service Center (SERSOC), Lamjung

Mid Western and Far Western Development Region :

11. Chetana Club, Bijauri, Dang
12. Community Development Resource Center (CDRC), Surkhet
13. Geruwa Rural Awareness Association, Bardiya
14. Gramin Sewa Sangha, Bardiya
15. Malla Rani Club, Pyuthan
16. Far Western Social Service and Research Center, Kanchanpur
17. Tripura Sundari Village Development Association, Baitadi
18. Women Development Society, Kailali

IV. Potential Professional Support Organizations (PPSO) - 1

Eastern Development Region

1. Multiple Resource Service Center (MRSC), Siraha

V. Professional Support Organization (PSO) - 1

Central Development Region :

1. Women in Science and Technology (WIST), Kathmandu

Annex -III

**SAP-Nepal Board
EXECUTIVE COMMITTEE**

| Sn | Name | Position |
|----|---------------------------|-------------------------------------|
| 1. | Mr Huta Ram Baidya | Chairperson |
| 2. | Mr Binod Krishna Shrestha | Vice-Chairperson |
| 3. | Dr. Ganesh Man Gurung | Treasurer |
| 4. | Ms Tula Rana | Member |
| 5. | Dr Jyoti Tuladhar | Member |
| 6. | Ms. Bandana Rana | Member |
| 7. | Mr. Rohit Kumar Nepali | Member Secretary/Executive Director |

GENERAL MEMBERS

| Sn | Name | Sn | Name |
|----|--------------------------|-----|-----------------------------|
| 1. | Dr. Bal Gopal Baidya | 6. | Dr. Prabha Basnyet |
| 2. | Mr. Bharat Dutta Koirala | 7. | Dr. Ram Prakash Yadav |
| 3. | Mr. Gokul Pokhrel | 8. | Ms. Sabitri Thapa |
| 4. | Dr. Keshab Man Shakya | 9. | Dr. Tirtha Bahadur Shrestha |
| 5. | Ms. Lajana Manandhar | 10. | Mr. Yub Raj Sangroula |

Governance within SAP-Nepal

| Sn | ITEMS | No. |
|-----|---------------------------------------|--|
| 1. | No. of General Members | Ten |
| 2. | No. of General Body Meetings held | One (May 25, 1998) |
| 3. | No. of Executive Committee Members | Nine |
| 4. | Length of term of EC | Three years |
| 5. | No. of EC Meetings held | |
| 6. | Other Sub Committees | - Finance - Program - Program Management |
| 7. | Regional Offices | Three |
| 8. | Field Offices | Two |
| 9. | Training Centers | 3 (One own property; two rented) |
| 10. | Staff left during the year | 4 (1 from CO and 3 from ROs) |
| 11. | Staff joined during the year | 3 (All in ROs) |
| 12. | Staff meeting (Regional and National) | Twice monthly |
| 13. | Strategic Planning Meetings | Twice in CO and three times in ROs |

SAP-Nepal STAFF**Central Offices**

| | Female | Male | Total |
|------------------------|---------------|-------------|--------------|
| Executive Director | | 1 | 1 |
| Divisional Coordinator | 1 | 2 | 3 |
| Program Officers | 1 | 2 | 4 |
| Program Assistant | 2 | | 2 |
| Support Staff | 1 | 2 | 3 |
| Contract Staff | 1 | 1 | 2 |
| Volunteers | 5 | | 5 |
| Total | 11 | 8 | 19 |

Regional Offices

| | Female | Male | Total |
|---------------------------------|---------------|-------------|--------------|
| Regional Program coordinator | | 3 | 3 |
| Program Officers | | 5 | 5 |
| Program Assistant | 4 | 1 | 5 |
| Support Staff | | | 9 |
| Contract Staff | | 2 | 2 |
| Total | | | 24 |

Center Office, Kathmandu

| Sn | Name | Designation |
|-----|-------------------------|--|
| 1. | Mr. Rohit Kumar Nepali | Executive Director |
| 2. | Mr. Babu Ram Shrestha | Coordinator, Institutional Development (IDD) |
| 3. | Mr. Suresh K. Verma* | Coordinator, Resource Promotion (RPD) |
| 4. | Mr. Govind K Shrestha | Coordinator, Development Finance (DFD) |
| 5. | Mr. Raju Shrestha | Program Officer, DFD |
| 6. | Ms. Anita Shrestha | Program Officer, IDD |
| 7. | Mr. Juju Bhai Dangol | Program Officer, Documentation Support Communications (DSC) |
| 8. | Ms. Rita Bhadra | Program Officer, RPD |
| 9. | Ms. Roshan Bhandary | Program Assistant, DSC |
| 10. | Ms. Anisha Singh | Program Assistant, DSC |
| 11. | Mr. Umesh Shrestha | Program Assistant, DFD |
| 12. | Mr. Anil Khanal | Program Assistant, RPD |
| 13. | Ms Sharda Thapa | Receptionist |
| 14. | Mr. Shiva Raj Sunuwar | Office Aide, Administration |
| 15. | Mr. Gyan Bahadur Gurung | Office Driver |
| 16. | Mr. Hari Pyakuryal | Night Guard |
| 17. | Ms. Kalpana Thakuri | Cook |

Central Development Regional Office, Tandi, Chitwan

| Sn | Name | Designation |
|----|---------------------------|------------------------------|
| 1. | Mr. NP Joshi | Regional Program Coordinator |
| 2. | Mr. Surendra B. Shrestha* | Program Officer, IDD |
| 3. | Mr. Kedar Gautam | Program Officer, DFD |
| 4. | Ms. Durga Nakarmi | Program Assistant, DSC |
| 5. | Ms. Kabita Sapkota ** | Program Assistant, DSC |
| 6. | Mr. Pradip Lama | Supervisor, SAPDEC |
| 7. | Mr. Krishna Basnet | Office Aide |

Note : * Resigned

** New Staff (Joined from August 1998.)

Eastern Development Regional Office, Biratnagar

| Sn | Name | Designation |
|----|-------------------------|-----------------------------------|
| 1. | Mr. TL Shrestha | Regional Program Coordinator |
| 2. | Mr. Navin Upreti | Program Officer, DFD |
| 3. | Mr. Bharat Pokhrel | Program Assistant, DSC |
| 4. | Ms. Nibeta Shrestha | Program Assistant, RPD |
| 5. | Mr. Rajib Sharma | Program Assistant, Administration |
| 6. | Mr. Chudamani | Night Guard |
| 7. | Mr. Purusottam Pudasani | Office Aide |

Mid-Weatern Development Regional Office, Nepalgunj

| Sn | Name | Designation |
|----|--------------------------|------------------------------|
| 1. | Mr. TP Gyawali | Regional Program Coordinator |
| 2. | Mr. Chandeshwor P Singh* | Program Officer, RPD |
| 3. | Mr. BH Bhusal | Program Officer, DFD |
| 4. | Ms. Shikha Shrestha | Program Assistant, DSC |
| 5. | Ms. Amrita Adhikari** | Program Assistant, IDD |
| 6. | Mr. Subedar Tharu | Office Aide |
| 7. | Mr. Ram Bahadur Tharu | Night guard |

Note : * Resigned

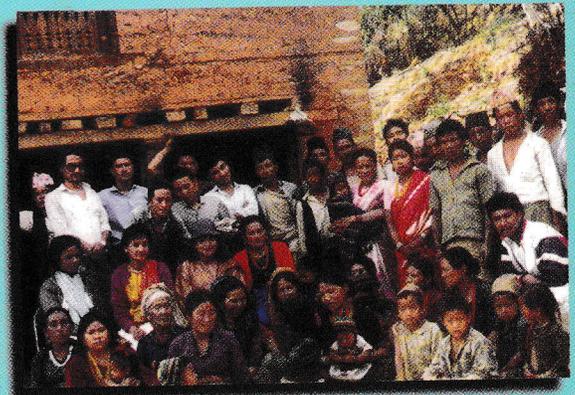
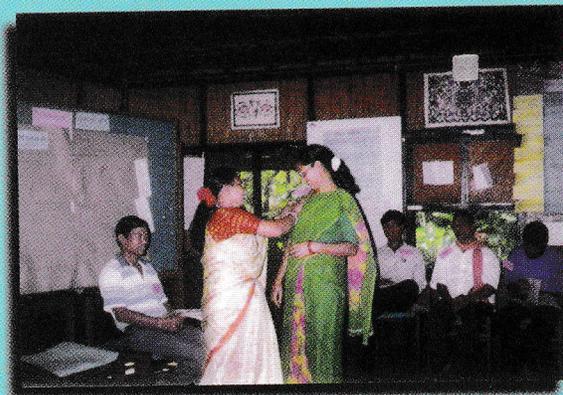
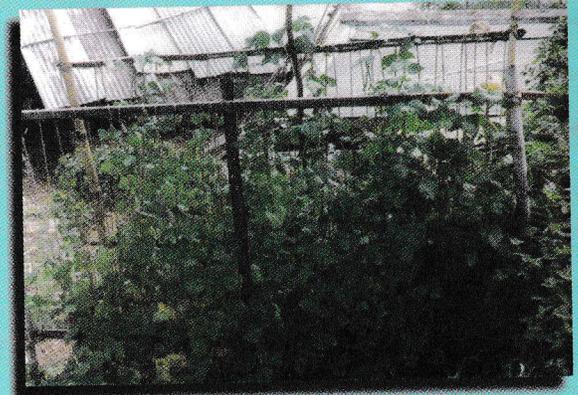
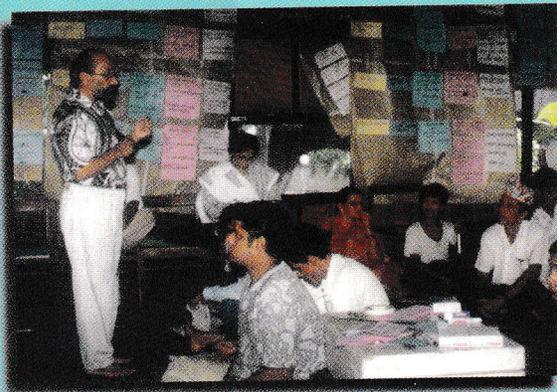
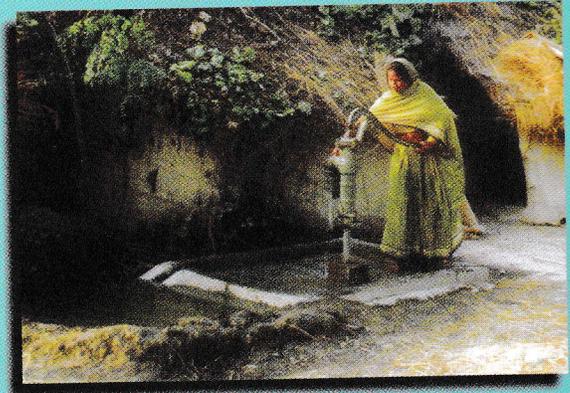
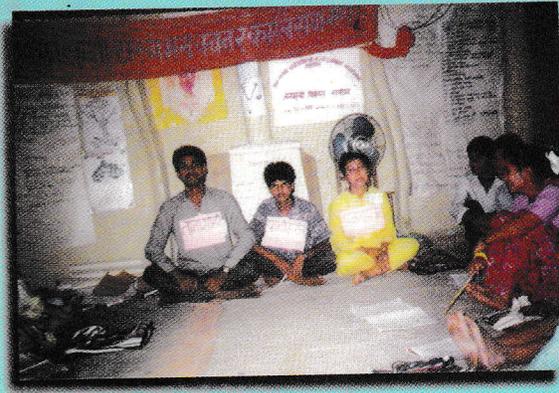
** New Staff (Joined from August 1998.)

SAP-Nepal Priced Publications

| Sn | Name of the Publication | NRs |
|-----|---|--------|
| 1. | Management of People Based Development Training (Manual) | 250/- |
| 2. | Training of the Trainers (Report) | 250/- |
| 3. | Role of NGOs Workshop Report (English) | 60/- |
| 4. | Role of NGOs Workshop Report (Nepalese) | 250/- |
| 5. | Gender And Development (Report) | 75/- |
| 6. | Orientation Program on Gender And Development (Report) | 60/- |
| 7. | People Centered Development Training (Manual) | 250/- |
| 8. | Rural Communication Workshop Report (1995) | 150/- |
| 9. | Saving & Credit, Manual | 300/- |
| 10. | INGOs Directory | 800/- |
| 11. | NGDOs Directory, Vol. I (MWDR & FWDR) | 1000/- |
| 12. | NGDOs Directory, Vol. II (Western Development Region) | 500/- |
| 13. | NGDOs Directory, Vol. III (Central Development Region) | 850/- |
| 14. | Participatory Monitoring and Evaluation (Theory, Methodology and Practice) | 350/- |
| 15. | Future Search National Seminar Equal Property Rights for Men and Women | 250/- |
| 16. | The Role of NGDOs in Sustainable Development (1996) | 250/- |
| 17. | Contributions to Development (Series 1): Tackling our challenges (Series 2): Sustainable Development | 50/- |
| 18. | Bal Abhibyakti : collection of essays of school childrens on Local Resource Mobilization | 50/- |

ABBREVIATION

| | |
|------|--|
| CBDO | Community-Based Development Organizations |
| CBP | Capacity Building Program |
| CDR | Central Development Region |
| COST | Civil Society Organizational Training |
| CSO | Civil Society Organizations |
| EDR | Eastern Development Region |
| FWDR | Far, Western Development Region |
| GAD | Gender and Development |
| GO | Government Organization |
| IDO | Intermediary Development Organization |
| IGP | Income Generating Program |
| INGO | International Non-Governmental Organization |
| LTPP | Long Term Partnership Program |
| MWDR | Mid-Western Development Region |
| NGDO | Non-Governmental Development Organization |
| NRC | National Resource Centre |
| PATH | Participatory Approach Towards Holistic Development |
| PIC | Program Implementing Committee |
| PMC | Program Management Committee |
| PO | People's Organization |
| PRA | Participatory Rural Appraisal |
| RO | Regional Office |
| RRCs | Regional Resource Centres |
| RTPP | Rural Technology Promotion Program (RTPP) |
| SDPM | Social Development Planning and Management |
| SEDP | Sustainable Environment Development Program |
| S&C | Saving & Credit |
| SCOP | Strengthening of Civil Society Organizations Program |
| TOT | Training of Trainers |
| WID | Women in Development |



South Asia Partnership-Nepal

P.O.Box 3827

Purano Baneswor, Kathmandu