



Annual Report 2007

Strengthening civil society
for democracy, governance
and better future



Photo: Kedar Badu

Working together for a just society
Sahakarya

Introduction

Sahakarya is a civil society initiative, started as non-political and non-religious movement with the mission of ‘*working together for a just society*’. The initiative has been registered with the Government of Nepal (GoN) as a Non-Governmental Organisation (NGO) in June 2004.

Sahakarya has been formed with the strengths from a seven year long initiative that was funded by UK Department for International Development (DFID) and managed by Action Aid, Plan International and Overseas Development Group of UK on capacity building of NGOs and Community Based Organisations (CBOs) in Nepal starting from April 1997. Hence, Sahakarya stands on its competencies of capacity strengthening, particularly on organisational, service delivery, governance and knowledge management capacities of the local bodies, private and non-governmental organisations.

Sahakarya aims to enhance the institutional capacity of NGOs, local government bodies and civil society organizations working with/for poor and excluded sections of society by organising and enabling them to claim their rights. Sahakarya directly works in eight districts of Nepal and more than 100 NGOs and 400 Community Based Organisations (CBOs) besides its occasional involvement beyond them.

Sahakarya has realised that the civil society in Nepal needs to be independent in skills and competencies and also in generating new ideas, empowering right holders, ensuring good governance and sustaining the changes in Nepal. Therefore, reducing dependency of civil society organisations on donors and identifying their role for social change are the major challenges. Similarly discriminatory social systems, disparity in social behaviour, bad governance, inadequate respect to basic human rights, and poor distribution of resources are the other associated issues that civil society organisations have been facing.

Sahakarya is a national support organization working in the field of capacity building. *Sahakarya*¹ aims at enhancing the capacity of civil society organizations (CSOs) and local

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¹ Sahakarya is a Nepali word which is understood as ‘working together’

government bodies (LGBs) working with the poor and marginalized sections of society with the ultimate goal of enhancing quality of life through changing their overall situation, including social, economic and political conditions.

Sahakarya is firmly rooted in the belief that development does not mean only, and should not be concentrated only on, infrastructure and economic growth, but should also aim at enhancing the knowledge, skills, attitude and practices of the right holders so that they become self-reliant, confident and capable of carrying on any project or programme meant for their betterment in an independent and sustainable manner.

Mission

Build the capacity of the civil Society organisations, community organisations, local bodies who are working for upliftment of poor and marginalized groups in Nepal.

Objectives

Sahakarya is committed in achieving the following objectives:

- 1) Organise and enable the discriminated and excluded group of people to claim their rights,
- 2) Conduct Organisational and Social analysis to identify strengths and improvement opportunities of Community Based Organisations (CBOs), Non-Governmental Organisations (NGOs), Local Bodies, Private Sector Organisations (PSOs) and of different social dimensions
- 3) Enhance the capacity of Community Based Organisations (CBOs), Non-Governmental Organisations (NGOs), Local Bodies and Private Sector Organisations (PSOs) based on the analysis
- 4) Conduct researches, advocacy and campaigns to promote good governance, social justice and equity

Reflecting the year

Sahakarya has completed its third year and as a newly established organisation, Sahakarya had to face different challenges and there had been different ups and downs during the year. Particularly, promoting the importance of NGO capacity building among donor communities has been a big challenge in the context that NGOs have been taken as sub-contractors.

During the year, Sahakarya was selected as capacity building partner by Family Health International (FHI) after rigorous process of selection. Sahakarya has been taking roles for enhancing capacity of of Network members in Eastern and Central Region of Nepal. This provided opportunity to Sahakarya to work with the NGOs and networks working on the field of HIV and AIDS. In the process, Sahakarya worked with 40 NGOs and 2 networks in this field.

German Technical Cooperation (GTZ) had been another contributor in the growth of Sahakarya. It provided opportunity to support its NGO partners in eight districts on Nepal

basically on social inclusion issues in health sector. This relationship sharpened the knowledge and skill of members of Sahakarya on social inclusion issues.

Plan International has been regular supporter in the growth of Sahakarya since its establishment. Plan Nepal, eastern regional office partnered with Sahakarya in enhancing capacity of its 45 NGO and Community Based Organisations (CBOs).

Sahakarya team continued its occasional involvement with Action Aid, Netherlands Development Organisation (SNV) and Canadian NGO called CCGRO. The valuable support from these agencies have been contributing in adding stones in the growth of Sahakarya.

Finally, Sahakarya as one of the managers of European funded Saamarthya project, continuously involved in policy decisions and capacity building initiatives of the Indigenous Peoples' Organisations (IPOs). The project has provided Sahakarya an additional opportunity in understanding ethnic people's movement in Nepal and developing tools and methodologies for capacity building of them.

Despite these successes, Sahakarya could not get expected results in some of its efforts. The joint proposal with Bhujel² Sewa Samittee to European Commission could not be successful.

Achievements

Capacity Building

Since Sahakarya does not have its direct programmes at the villages and communities, its achievements are basically limited to the organisations that are supported by it. The changes in organisations would reflect the achievement of Sahakarya.

Sahakarya has not conducted impact study on the NGOs that it supported. However, there are anecdotal evidences that the NGOs, CBOs and other organisations that are trained by Sahakarya facilitators have been further effective in keeping their books of accounts, developing better reports and proposals, delivering

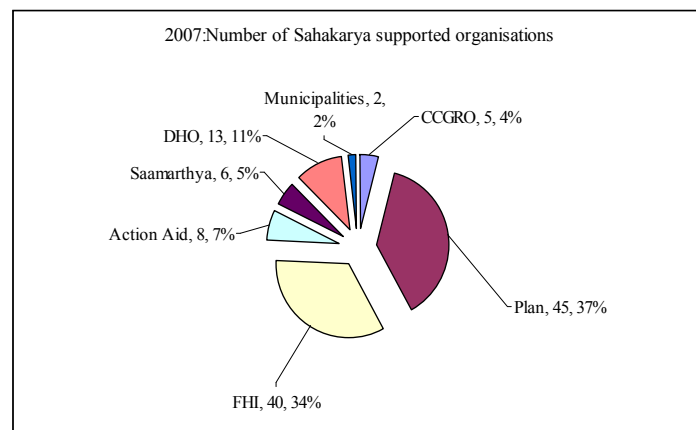


Figure 1: Organizations that Sahakarva contributed in capacity enhancement

² Bhujel Sewa Samittee is an organization of ethnic people called 'Bhujel'

their services to marginalised and also in improving their internal governance e.g., inclusive structures, participation in decision making, social auditing and govern by policies.

This year Sahakarya supported different organizations and individuals in enhancing their capacity building. A total of 850 individuals' participants developed knowledge and skill on various themes i.e., office management, financial management, policy development, appreciative self development, Gender and social inclusion, leadership, Gender, participatory organisational analysis/ assessment, attitude and behaviour, poverty, development and right based approach, participatory rural appraisal and so on.

Sahakarya supported more than a hundred organisations during the year (refer the box) in their capacity strengthening process. The diagram shows that partners of Plan Nepal and Family Health International had the largest share.

The support had ranged from organisational analysis, training and coaching as the means of capacity strengthening.

Sahakarya board members and staff provided genuine support in raising fund for the functioning of Sahakarya. The amount contributed from those contributions was NRs 975,455, basically from overhead, contribution from resource persons, donation, and membership fees and from the sale of publications. A detail of contributions is annexed with this report.

During the year, the total donor funding was NRs. 4,461,733 in order to run the programme. A detailed of income and expenditures is provided in the annex of this report.

Relations Building

As a growing capacity building organization, Sahakarya worked together with 8 donors, 3 local bodies, 2 networks, 67 NGOs and 7 Indigenous People's Organizations during the year. The organizations and the relationship Sahakarya is given in the annex. Following table gives a glimpse of Sahakarya's roles as a collaborating partner with the organizations

S.N	Organisation	Role of Organisation	Role of Sahakarya	Types of relation
1	FHI	Funding, monitoring and Feeding back	As a support organisation provide training, coaching and field level support to 40 NGOs and networks	Donor - recipient & capacity builder
2	GTZ	Funding for training	Facilitating training on social inclusion in 8 districts of Nepal	Donor - recipient & capacity builder
3	Plan Nepal	Funding, Monitoring and Feeding back	Organisation Assessment, capacity building training and field level support in programme implementations	Donor - recipient & capacity builder

4	Action Aid	Funding Joint development of training sessions	Facilitating training	Donor - recipient & capacity builder
5	SNV	Funding, observation and feedback	Facilitating organisational analysis process to REAP partners	Donor - recipient & capacity builder
6	CCGRO	Funding, monitoring and feedback	Training and field level coaching	Donor - recipient & capacity builder
7	DLGSP	Funding	Facilitating training to social immobilisers	Donor - recipient & capacity builder
8	EC	Funding	Development of proposal and bidding	Donor - recipient
9	Kathmandu metropolitan city, Dhahran and Tiaht municipalities	Funding/ participation in training	Facilitation of training	Donor - recipient & collaborator
10	40 NGOs working in HIV/ AIDS, 45 NGOs supported by Plan Nepal, 12 AAN partners, 17 CCGRO partners, 6 IPOs, 12 SNV/ REAP partners, Recovering Nepal, NAP+N		Training, workshop, coaching, facilitation	Collaborator

Table 1: Sahakarya's partners and roles

Administration and Personnel

During the period, Mr. Sunil Sun Shakya has been recruited as Executive Coordinator for Sahakarya in the vacant position, after the resignation from his predecessor Mr. Prakash K. Pokhrel. In its eastern regional office, three full time staff members are recruited and implementing the regional programmes.

Future priorities

Sahakarya will be continuing its involvement in capacity building initiatives. It will have following key priorities for capacity building:

- Organisational Development,
- Good Governance,
- Constitutional Process and state restructuring
- Knowledge management
- Climate Change

Annex 1: List of Sahakarya activities during the year

S. N	Activities	Days	Participants/ org.	Donor	S. N	Activities	Days	Participants/ org.	Donor
1	Capacity Building of Partner NGOs of Action Aid	12 days	40 Participants	Action Aid	14	Leadership, Gender And Social inclusion training	5 days	64 Participants	DLGSP
2	POCAP of Nari Bikash Sangh	5 days	20 Participants	SNV	15	Attitude and Behaviors training	5 days	20 Participants	Itahari Municipality
3	Coaching on need Identification for proposal development	14 days	5 NGOs	CCG RO	16	„	5 days	20 Participants	Dharan municipality
4	Coaching on project implementation in far and mid west	14 days	5 NGOs	CCG RO	17	Organizational assessment	5 days	25 Participants	Kamasu Digo Bikash
5	Appreciative self development training	5 days	25 Participants	PLAN	18	Facilitation skill development	6 days	20 Participants	Open participants
6	POCAP of 12 organization	3 days in each organization	240 Participants	PLAN		Total		847	
7	Training on office management , account keeping	5 days	25 participants	Samartha ya					
8	Policy development Training	2 days	20 Participants	„					
9	Need Identification Workshop for office and financial management manual development	2 days	40 Participants	FHI					
10	Manuals preparation on office and financial management ToT	2 months	-	FHI					
11	Office Management Training of Trainers	5 days	39 Participants	FHI					
12	Financial Management Training of Trainers	6 days	39 Participants	FHI					
13	Social inclusion in Health sector in 8 district (Dhading, Surkhet, Dadeldhura, Doti, Achham, Jumla, Bardiya, Baitadi,)	3 days in each district	210 Participants	gtz					

Annex 2: Annual Income and Expenditure Account (Audited)

**Sahakarya
Kupondol, Lalitpur
Income & Expenditure Statement
(for the year ended, 31 Ashad 2064)**

Particulars	Schedule	Current Year	Previous Year
Income (Operating Schedule)	2	875,856.31	-
Income for Program	3	2,506,776.48	1,914,276.66
Total Income		3,382,632.79	1,914,276.66
Less:			
Administrative Expenses	1	1,029,788.90	619,386.56
Program Expenses	4	2,376,254.92	1,510,760.87
Depreciation	7	439,172.00	581,379.00
Total		3,845,215.82	2,711,526.43
Excess of expenditure Over Income Transferred to B/S		(462,983.03)	797,250.10
Total Expenditure		3,382,632.79	1,914,276.66

Purna Man Shrestha
Theasurer

Binod K.Chapagain
Chair Person

Badri Pd. Bhattarai
Auditor

Annex 3: Sahakarya Relationship

A: Donors and INGOs

FHI – Family Health International

After a rigorous process of selection, Sahakarya as a support organization was selected for capacity building project and shake hand with FHI. Nine month project on capacity building for networks members launched from February to 2007 to September 2007 with the financial support from FHI/ASHA Project. Total 40 organizations from Recovering Nepal and NAP+N network were involved in this project. Need identification workshop, manuals preparation, Training of Trainers on financial and office management, Coaching, Mentoring and Refresher Training were the major projects within this project. Total Nrs.265700 was agreed for the project.

40 organization members had developed knowledge and skill on office and financial management and improved their office and financial system. Likewise participants had developed skill on training designing, developing session plan, setting objectives, selecting training methodologies and deliver Staff and members of Sahakarya had got opportunity to strengthened their knowledge and skill on office and financial management.



Participants Financial Management Training in Eastern Region Supported by FHI



Participants in Group work on Office Management ToT in Eastern Region

GTZ – German Technical Cooperation

In order to develop knowledge and skill of district stakeholders on social inclusion on health sector, agreement with gtz and sahakarya was made. Total 9 districts and more than 210 participants were involved in this project. Social inclusion concept, status of inclusion on health sector, way forward for the inclusion was the major subject for this project. Total 9 lac amount was agreed with the gtz. Participants as well as sahakarya members had got opportunities to develop knowledge and skill on social inclusion.



Plan Nepal

Agreement with PLAN Nepal and Sahakarya was made to develop the organizational skill of their partners in Sunsari district. Total 10 NGOs were involved in this project. Participatory Organizational Capacity Analysis Process (POCAP), Appreciative Self development, Right based approach and coaching were the major activities within this project. Organization members developed knowledge and skill on this and improved their organizational capacity. Total Nrs. 10550 were agreed to launch the program activities. Eastern region team members were involved in this project.

Action Aid Nepal

Sahakarya had conducted 12 days capacity building training to the partner organization of Action Aid Nepal. Total 10 organization and 40 participants were involved in this activity. Development, poverty, gender, governance, globalization, right based approach, POCAP, PRA tools, were the major topics in this program. Total Nrs. 174000 was agreed with Action Aid to run the program.

SNV – Netherlands Development Organisation

SNV Nepal is also implementing capacity building program in their respective district. In order to assess the capacity of the REAP partner an agreement with SNV Nepal was made. Rapid assessment of 11 partners NGOs of REAP partners was conducted by Sahakarya. Like wise one POCAP of Nari Bikas Sangh of Ilam district

was conducted to assess the capacity of NGOs and capacity building plan was developed. Total Nrs. 450000 was agreed with SNV Nepal for this work.

POCAP tools for the organizational assessment were used in partner NGOs. Members of SNV and IEDI appreciated the process and tools of organizational assessment. Some members said that they found it more than they expected. This process was not only assessment of organization and it also helped to build the common understanding of vision, mission, goal and objectives, target groups, strengths and weakness, division of role and responsibility among members they said.

CCGRO

Sahakarya and Consolidating Capacities of Gender Responsive Organization (CCGRO) entered into agreement for coaching support on proposal development need assessment, implementation and monitoring and final project report development. In this context, Sahakarya provided support to 17 partner NGOs of CCGRO on proposal development of CBI project. Likewise coaching support to 5 Partner NGOs of mid western and far western region is being continuing. NGO members have been developed knowledge and skill on proposal development, implementation, monitoring of the project activities.



Proposal and Report Writing training participants of CCGRO Project

DLGSP – Decentralised Local Governance Support Programme of UNDP

In order to develop the knowledge and skill on leadership and social mobilization, training support was provided to social mobilizer of DLGSP program. Total 40 mobilizers were trained.

EC – European Commission

Sahakarya jointly with Nepal Bhujel Sewa Samitte had submitted proposal to European for capacity building of indigenous organization of Bhujel. EU has accepted the concept note but detail proposal couldn't success. They were given feedback on methodology and sustainability part.

B: Local Bodies

Kathmandu metropolitan city

Sahakarya professional build relationship with Kathmandu metropolitan city and supported to the members of municipality on change their attitude and behavior. Appreciative self development training to the 20 members was organized for five days.

Dharan Municipality

Sahakarya professional build relationship with Dharan municipality and supported to the members of municipality on change their attitude and behavior. Appreciative self development training to the 20 members was organized for five days.

Itahari Municipality

Sahakarya professional build relationship with Itahari municipality and supported to the members of municipality on change their attitude and behavior. Appreciative self development training to the 20 members was organized for five days.

C: Local NGOs and Indigenous organization

NGOs and networks working on HIV/AIDS

Sahakarya worked with 40 organizations working on HIV/AIDS in central and eastern region in order to improve their office and financial management. Working and close relationship was built to them. Knowledge of IDUs, DUs and HIV/AIDS has increased to the members of Sahakarya.

NGOs working for integrated development

Sahakarya supported to 45 partner organization of PLAN Nepal on their organization development in eastern region especially in Sunsari district.

NGOs working for enhancing people's rights

Sahakarya supported to the 12 organization members to develop knowledge and skill on poverty, development, right based approach, organizational assessment, governance, gender, globalization for new partners of Action Aid Nepal. Working and close relationship is being build with these organizations

NGOs/ CBOs working for gender and Development

Sahakarya supported consultancy support to the 17 partner organization especially for social analysis and community based proposal development. They had developed proposal for CBI activities and submitted to CCGRO. The entire proposal has been accepted and implementing project in their respective districts. They have developed skill on identification of real poor and proposal development with them.

Indigenous Peoples' Organisations

Sahakarya jointly consortium with NEFIN and AAN have been launching Samarthaya project. Sahakarya is leading Capacity building of six IPOs in central and eastern region. Program planning, social mobilization, office and financial training and coaching support were provided to them. Close and working relationship is being continuing with them.

NGOs working for enterprise development

Sahakarya professional supported to 12 SNV/REAP partners for their organizational assessment in Ilam, Panchthar and Taplejung district.

D: Networks

Recovering Nepal

Recovering Nepal is working as a network of IDUs and DUs organization in Nepal. In this context, 20 NGOs members were involved in capacity building project. A close and working relationship has been developed with the Recovering Nepal.

NAP+N

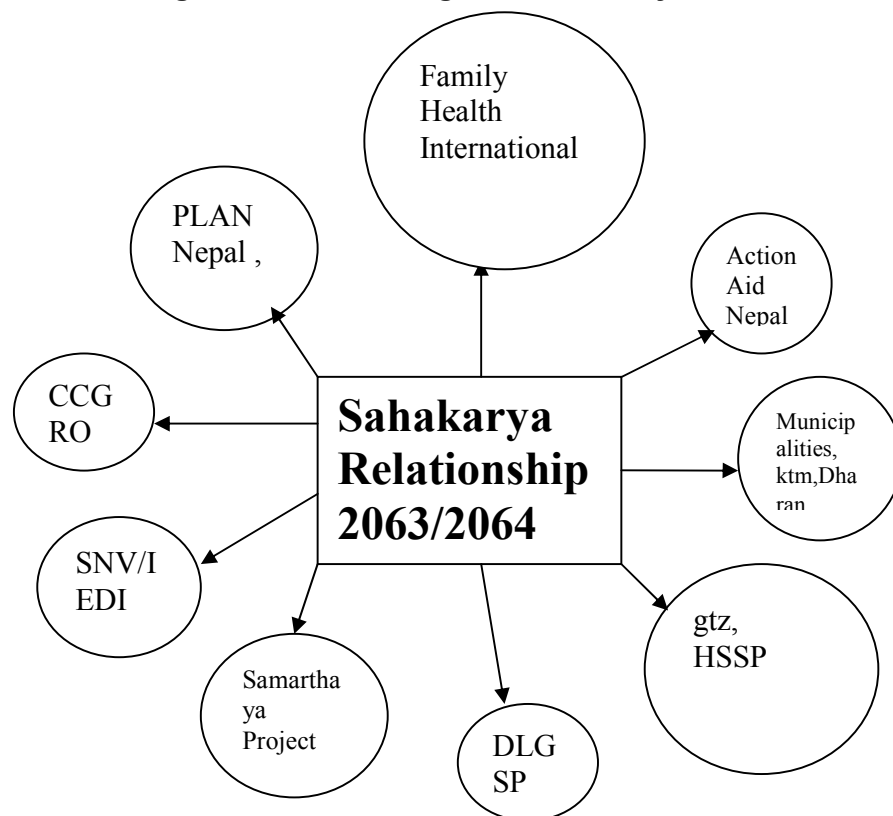
NAP+N is working as a network of HIV/AIDS organization in Nepal. In this context, 20 NGOs members were involved in capacity building project. A close and working relationship has been developed with the NAP+N.

Annex 4: Resources generated and contributors

Contributors	Contributed Amount in NRS	Remarks
Individual Professionals		
Sunil Sun Shakya	34535.00	15 %
Prakash Koirala	10837.00	15 %
Prakash Pokhrel	160501.00	40 %
Saraswati Khanal	67352.00	15 %
Binod Chapagain	2295.00	15%
Khadaga Pandey	12367.00	15%
Purna Man Shrestha	9562.5	15%
Murari Subedi	750.00	15%
Basu Sharma	7650	
Shivalal Pandey	750	
Sub - Total	306599.00	
Books and T-Shirt Sell		
Books Sell	30411.00	
T-Shirt sell	5600	
Sub - Total	36011	
Rental of Equipment		
Camera	-	
OHP	-	
Telephone	2412	
Generator	6800	
Sub - Total	9212	
Individual Donations		
Chandra Bhujel	2000.00	
Sub - Total	2000	
Overhead		
Saamarthya	99598.82	
Plan Nepal	-	
FHI	124000	
GTZ	86974.1	
CCGRO	4547.5	
AAN	14000	
DLGSP		
Sub - Total	329120.42	
Membership fees. Individual	7600.00	
Membership fees. Organizational	2000.00	
Sub - Total	9600	
Total	6,92,542.00	

Annex 5: Sahakarya Stakeholders

Donors and other organization working with Sahakarya for 2063/2064



Note: Big circle indicates the close relationship and transaction of big amount of money vis-à-vis.

Annex 6: Sahakarya Board members and Staff

Board Members

S.N	Name	Position
1	Binod Chapagain	Chairperson
2	Prakash Pokhrel	Vice-Chairperson
3	Sarswati Khanal	General Secretary
4	Prakash Koirala	Secretary
5	Purna Man Shrestha	Treasurer
6	Khadaga Prasad Pandey	Member
7	Kesav Dahal	”
8	Murari Subedi	”
9	Susila Mishra Bhatta	”
10	Ashok Bhujel	”
11	Netrakala Sahi	”

Staffs

S.N	Name	Position
1	Sunil Sun Shakya	Executive Co-coordinator, KTM
2	Ranjana Karmacharya	Admin and Finance Officer, KTM
3	Dhruba Bahadur Pandey	Office Assistant, KTM
4	Shambhu Adhikari	Program Coordinator , BRT
5	Jamuna	Field Mobilizer, BRT
6	Bibek Sharma	Finance Assistant, BRT