

**MANAGEMENT AUDIT AND INSTITUTIONAL CAPACITY
ASSESSMENT REPORT OF THE INDIGENOUS PEOPLE'S
ORGANIZATIONS OF NEPAL**

**Submitted to:
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FOREWORD

Invasion on culture, tradition, language and religion along with social discrimination and economic exploitation of the Indigenous Nationalities of Nepal did started from the very beginning of national unification in 1825 BS. For more than 220 years, many sporadic revolts to voice against such discrimination and exploitation organized at different levels were restrained mercilessly by the autocratic rulers under strict coercive policies and programmes. The re-installment of multi-party democracy system in 1990 provided a free platform for all to organize themselves collectively to raise their voices for socio-economic injustice and political discrimination. In 1991, the Nepal Federation of Indigenous Nationalities (NEFIN) was established as an umbrella organization to strengthen and advocate the pertaining issues of indigenous nationalities at the national and international levels. For the past 16 years, NEFIN has demonstrated a strong political will and organizational capability to advocate the major issues of indigenous nationalities both at the national and international arenas. At the same time it has also provided much priority to strengthen the organizational capacities of its member organizations to streamline the multi-dimensional development aspects of the indigenous nationalities.

A three-year long project was initiated by NEFIN starting from 1st September 2004 under the financial and technical assistance from ESP/DFID to install and strengthen the organizational capacities of Indigenous People's Organizations (IPOs) to perform higher achievements within the given environment of the country. To design the organizational capacity enhancement project a baseline survey was carried out to assess certain organizational capacity and management audit practices of the IPOs during the month of March 2003.

To measure the major performances of the project, a mid-term study on the management audit and organizational capacity was initiated during the months of March - June 2006. This brief report has been designed to present a comparative analysis on the major organizational performances and management audit that has been counted as the result of JEP intervention.

The shape and sizes along with geographical working areas coverage of the IPOs are very much influenced by various intra-organizational and external variables. Size of the population and their areas of concentration, traditional practices of leadership pattern, cultural diversity, educational attainment, resource mobilization practices and prioritization of programmes, etc. are some of the major variables that has much influence on the overall organizational performances of the IPOs.

The comparative analysis presented in this brief report describes only few organizational strengthening and major management audit variables that is a part of the main study report. The report primarily consist comparative tables and diagrams on few major variables. The main report has been developed to provide much elaborative information on various organizational strengthening and management audit variables of the IPOs.

List of Abbreviation

CDO	Chief District Office
DFID	Department for International Development
DLA	District Line Agencies
ESP	Enabling State Programme
IB	Institution Building
ILO	International Labour Organization
ID	Institutional Development
INGO	International Non-governmental Organization/s
HRD	Human Resource Development
GN	Government of Nepal
GO	Government Offices
INGO	International Non Government Organization
IPs	Indigenous Peoples
IPOs	Indigenous People's Organizations
JEP	Janajati Empowerment Project
KTM	Kathmandu
LG	Local Government
NEFIN	Nepal Federation of Indigenous Nationalities
NFDIN	National Foundation for the Development of Indigenous Nationalities
NGO	Non Government Organization
POCAP	Participatory Organizational Capacity Assessment Planning
SWC	Social Welfare Council
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToR	Term of References
UN	United Nations
VDC	Village Development Committee
VMGO	Vision, Mission, Goal and Objectives

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CHAPTER - I

1. RATIONALE

Organizations are consciously created social entities to bring significant desirable social changes in a given community. Most of the organizations value and lounge forward enthusiastically to reach the state of institutionalization or institutions. Organizations have to evolve into different stages stepping from one step to another to reach to its maturity stage. During this course of time organizations have to face many challenges and uncertainties, which arises both from its internal and external environment. The inception, birth and growth stages of an organization are primarily observed to be more dramatic and painful. The prime concern and most difficult part of an organization always remain to observe and experience with its maturity state and maintaining it for a longer period to satisfy the aspiration and needs of its members.

The ultimate objective of an organization is to obtain a self-sustaining process by which it will reach to state of institutionalization. Thus, it becomes a part and parcel of a larger society being responsive to the need of people. Intellectuals and scholars involved in organizational development process have stated that organizational strengthening and Institution Building (IB) process as a lengthy and painful process. On the process of institutionalization many organizations fall victims to various traps. To run an NGO in the turbulent situation is always a challenging job for managers and leaders. Thus, the institution building process could be summarized as; "a process where the newly structured social organizations or the existing ones are identified and operationalized with all managerial functions to induce desired changes in the values, norms, structure, relationship, aspiration as well as the way of life itself. The organizational input-throughput-out model is generally pushed by outsider till the time of its maturity, wherein it is taken easily by the insider from that point."

However, to measure the level of institutionalization, some indicators were been forwarded at different levels, it is quite tricky business to test and verify those indicators. The ability to survive, utilization of its benefits, autonomy to evolve on its own and spread effects are some of the major indicators to measure the state of institutionalization process.

Along with the many verifiable elements on an organization like the leadership pattern, doctrine, programmes, structures, resources and linkages, organizations are influenced by many other internal and external factors. Organizational strengthening and institution building process demands high systematic and meticulous approach where strategic direction is always guided by it vision, mission, goal and objectives.

To carry out and induce organizational strengthening and institution building process demands quite considerable efforts from its own internal system. The assistance from an outsider could only facilitate the concerned stakeholders to identify the under laying weaknesses, issues, constraints and limitations and at the same time its own strengths, potentialities and opportunities to overcome those barriers. In recent years, the concept and principles on organizational strengthening and institutional building process has emerged as one of the major development faculty. It has observed and experienced different modalities and new body of knowledge have been added on regular basis. Organizations are much influenced by various forces and need to adjust and adapt new means to sustain its smooth operation and qualify its relevance to larger society and/or environment. Presently, many development entities as well as managers have adapted to various

self-assessment tools (i. e., SWOT and POCAP) to examine and evaluate the organizational strengthening and institutional development process within their respective organizations.

The present mid-term study on organizational strengthening and management audit process of Indigenous Peoples' Organizations (IPOs) has been directed to assess the prevailing status of major organizational variables and management functions of the IPOs by aiming to construct further strategic directions to induce and enable IPOs capacities.

2. INTRODUCTION TO NEPAL FEDERATION OF INDIGENOUS NATIONALITIES' (NEFIN) AND JANAJATI IMPOWERMENT PROJECT (JEP)

Multiplicity and diversity of ethnicity, languages, cultures and religions has remained one of the distinct features of Nepalese society. For the past two hundred and thirty-seven years, the state was not able to recognize properly the diversity of the mass populace. Imposition of Hinduization process has adversely impacted the socio-cultural aspects of the *Janajati* people and further led to linguistic persecution and discrimination, economic exploitation and marginalization of the *Janajatis*.

The Census 2001 has revealed that there are 8.46 million *Janajatis* which comprise 37.2 percent of the total population of the country. The NFDIN Act, 2002 has enlisted 59 ethnic groups as "indigenous people" or "nationalities" on the basis of their distinctive characteristics such as language, traditional customs, lifestyles, culture and social structure.

With the advent of multi-party democracy system (1990), the *Janajati* people have also started to form their own organizations and collectively raise their voices against the socio-economic and political discrimination. In 1991, the Nepal Federation of Indigenous Nationalities (NEFIN) was established as an umbrella organization or confederation to strengthen and advocate the pertaining issues of *Janajatis* at the national and international level. During its foundation time there were only eight member organizations under its umbrella and by 2006 it has grown to 54 member organizations. HMG-N has recognized NEFIN as representing the various *Janajati* organizations. It is a member of the United Nation's Working Group on Indigenous Populations.

In 2004, NEFIN did initiate a capacity assessment as well as management audit of the IPOs and other sectoral organizations with the financial support from ESP/DFID. The study report had revealed that majority of the IPOs were quite active in organizing various programmes pertaining to *Janajatis'* issues at different levels. The study has also revealed that some of the major challenges and constraints faced by the IPOs in managing the regular organizational management functions along with inadequate mechanism for resource mobilization.

To develop organizational capacities required for a smooth operation of its member organizations, NEFIN has initiated a three-year long *Janajati* Empowerment Project (JEP) starting from 1st of September 2004 under the financial support of ESP/DEFID. The prime aim of the project is to induce the organizational management capacities of the IPOs, so that they would be capable to mobilize ample social and economical capitals within the present environment for improving the social and economic condition of their respective *Janajatis*. To increase participation of *Janajatis* in socio-economic and political processes at all level has been the overall purpose of the project. Strengthening *Janajati* organizations was regarded as one of the best strategies to tackle *Janajati* problems as it enhances the effective participation of *Janajatis* in socio-economic and political processes at all levels. It has been further expected that this will result in reduced poverty and

exclusion of *Janajati* groups in Nepal. To achieve the project purpose in a comprehensive and collective way following four major results/outputs were identified:

- i). Strengthen the organizational capacity of the *Janajatis* to become more responsive, efficient, accountable and transparent.
- ii). Increase awareness among *Janajatis* of their rights and improved ability to collectively assert them.
- iii). Improve the socio-economic status of HMJs through capacity enhancement of their respective IPOs.
- iv). Address and accommodation of *Janajati* issues in policy regime.

3. INTRODUCTION AND CLASSIFICATION OF INDIGENOUS NATIONALITIES OF NEPAL

Population of Nepal comprises many different races, religions, languages, cultures and traditions. The Central Bureau of Statistics (2001) has published data on 100 caste/ethnic groups residing in the country with speaking 92 different mother tongues. Among them NFDIN has identified 59 Indigenous Nationalities with more than 37% of the total population. The National Census 2001 has recorded only 43 out of the 59 groups. Due to some technical difficulties many of the data belonging to minor Indigenous Nationalities are either omitted or categorized under unidentified groups. Consequently, the exact number of Indigenous Nationalities is still not determined. Among them Magar (7.14%), Tharu (6.75%), Tamang (5.64%), Newar (5.48%), Rai (2.79%), Gurung (2.39%) and Limbu (1.58%) are the largest groups. Besides these six Janajati groups the percentages of other Janajati groups identified by the national census (N=37) remain less than one percent of the total population. The census has failed to identify the population size of other remaining 16 Janajati groups.

The Task Force formed in 1996 by the His Majesty's Government of Nepal for the establishment of the Foundation for the Upliftment of Nationalities did identified 61 Indigenous Nationalities and it has been later rectified to 59 by the National Foundation for the Development of Indigenous Nationalities Act, 2002. While identifying and defining the Indigenous Nationalities, the Task Force Report has established certain distinctive characteristics for the Janajati community with having its own mother tongue and traditional cultural and yet does not fall under the conventional fourfold VARNA of the HINDU VARNA system or the Hindu hierarchical caste structure. The National Foundation for the Development of Indigenous Nationalities (NFDIN) has defined the Indigenous Nationalities in line with the National Foundation for the Development of Indigenous Nationalities Act, 2002 as 'a tribe or community having its own mother language and traditional rites and customs, distinct cultural identity, distinct social structure and written or unwritten history' (Section 2, Sub-section a). Followings are the prime characteristics of Indigenous Nationalities or Janajati:

- A distinct collective identity.
- Own language, religion, tradition, culture and civilization.
- Own traditional egalitarian social structure.
- Traditional homeland and geographical area.
- Written or oral history.

- Having "We" feeling.
- Has no decisive role in the politics and government of modern Nepal.
- Who are the indigenous or native peoples of Nepal; and
- Who declares itself as "Janajati".

Considering the geographical concentration or the traditional residential location of the Indigenous Nationalities, NFDIN has further grouped them into four major blocks with following pattern:

(a). Mountain (Himalaya) - 18 (b). Hills - 24 (c). Inner Terai - 6 (d). Terai - 11

Table No. 1: The comparative population of *Janajatis* according to censuses 1991 and 2001.

S. No.	Janajati	1991	%	2001	%	Intercensal Change in population	Average annual growth rate (%)
0	Nepal	18491097		22736934			2.14
1	Magar	1339308	7.24	1622421	7.14	283113	21.14
2	Tharu	1194224	6.46	1533879	6.75	339655	28.44
3	Tamang	1018252	5.51	1282304	5.64	264052	25.93
4	Newar	1041090	5.63	1245232	5.48	204142	19.61
5	Rai	525551	2.84	635151	2.79	109600	20.85
6	Gurung	449189	2.43	543571	2.39	94382	21.01
7	Limbu	297186	1.61	359379	1.58	62193	20.93
8	Dhanuk	136944	0.74	188150	0.83	51206	37.39
9	Sherpa	110358	0.60	154622	0.68	44264	40.11
10	Gharti/Bhujel	-	-	117568	0.52	117568	-
11	Kumal	76635	0.41	99389	0.44	2754	29.69
12	Rajbansi/Koch	82177	0.44	97241	0.43	15064	18.33
13	Sunuwar	40943	0.22	95254	0.42	54311	132.65
14	Majhi	55050	0.30	72614	0.32	17564	31.91
15	Danuwar	50754	0.27	53229	0.23	2475	4.88
16	Chepang	36656	0.20	52237	0.23	15581	42.51
17	Santhal/Satar	-	-	42698	0.19	42698	-
18	Jhangad	-	-	41764	0.18	41764	-
19	Gangai	22526	0.12	31318	0.14	8792	39.03
20	Thami	19103	0.10	22999	0.10	3896	20.39
21	Dhimal	16781	0.09	19537	0.09	2756	16.42
22	Bhote	12463	0.07	19261	0.08	6798	54.55
23	Yakkha	-	-	17003	0.07	17003	-
24	Darai	10759	0.06	14859	0.07	4100	38.11
25	Tajpuria	-	-	13250	0.06	13250	-
26	Thakali	1373	0.07	12973	0.06	-758	-5.52
27	Pahari	-	-	11505	0.05	11505	-
28	Chhantel	-	-	9814	0.04	9814	-
29	Bote	6718	0.04	7969	0.04	1251	18.62
30	Baramu	-	-	7383	0.03	7383	-
31	Jirel	4889	0.03	5316	0.02	427	8.73
32	Dura	-	-	5169	0.02	5169	-
33	Meche	-	-	3763	0.02	3763	-
34	Lepcha	4826	0.03	3660	0.02	-1166	-24.16
35	Kishan	-	-	2876	0.01	2876	-

36	Raji	3274	0.02	2399	0.01	-875	-26.73
37	Byashi	-	-	2103	0.01	2103	-
38	Hyayu	-	-	1821	0.01	1821	-
39	Walung	-	-	1148	0.01	1148	-
40	Raute	2878	0.02	658	0.00	-2220	-77.14
41	Hyelmo	-	-	579	0.00	579	-
42	Kuchbadhiya	0	0	552	0.00	552	-
43	Kusunda	-	-	164	0.00	164	-
Total:		6572265	35.54	8454782	37.19	1882517	28.64

Note: Rajbansi Dhanuk is enlisted as a Janajati in the list of National Foundation for Upliftment of Indigenous Peoples/Nationalities Act, 2002. But separate population data for Rajbansi Dhanuk could not be found. So, the population of total Dhanuk has been included here. There is a separate population of Janajati numbering 5,259 (0.02%), which is not presented in this table.

Source: *Population Census 2001, CBS, Kathmandu.*

A task force that was chaired by Dr. Om Gurung (1990) has classified the 59 registered indigenous nationalities into five category by putting together some of the major socio-economical indicators of the groups. The status of population size along with their literacy percentages, housing, land holding, language, access to various services and occupation, level of education (graduates and above) were counted as the prime indicators for the categorization of the groups. The table presented below shows the status of the indigenous people:

Table No. 2: Socio-economical classification of the Indigenous Nationalities

S. No.	Category	Indigenous Nationalities
A	Advanced Group	1. Newar 2. Thakali
B	Disadvantaged Group	1. Gurung 2. Magar 3. Rai 4. Limbu 5. Chhaintan 6. Tangbe 7. Tingaunle Thakali 8. Baragaule 9. Marphali Thakali 10. Sherpa 11. Yakkha 12. Chhantyal 13. Jirel 14. Byansi 15. Yolmo
C	Marginalized Group	1. Sunuwar 2. Tharu 3. Tamang 4. Bhujel 5. Kumal 6. Rajbansi 7. Gangai 8. Gangai 9. Dhimal 10. Bote 11. Darai 12. Tajpuriya 13. Pahari 13. Topkegola 14. Dolpo 15. Free 16. Mugal 17. Larke 18. Lohpa 19. Dura 20. Walung
D	Highly Marginalized Group	1. Majhi 2. Siyar 3. Lhomi/Singsawa 4. Thudam 5. Dhanuk 6. Chepang/Praja 7. Satar/Santhal 8. Thami 9. Jhangad 10. Bote
E	Endangered Group	1. Kusund 2. Bankariya 3. Raute. 4. Surel 5. Hayu 6. Raji 7. Kisan 8. Lepcha 9. Meche 10. Kuchbadhiya

4. ORGANIZATIONAL STATUS OF THE INDIGENOUS PEOPLES

To have a better understanding on and about the overall organizational behavior and work environment along with its leadership and management pattern an overview of the historical perspective needs to be explored as well.

Many historians and intellectuals circles confine the ethnic activism or movement as a new phenomenon in Nepal, which has sprung after the restoration of democracy in the country. Although the history of Nepal does not speak much about the political resistance of the subjugated people against the suppression of alien cultures, some sporadic events could be traced back as far as to eighteenth century. History of Nepal only provides few shimmering glimpses on those revolts and its violent suppression. The liberation army or "Muktisena", which was primarily formed by Nepali Congress to revolt against the Rana regime, could be counted as one of the milestones for ethnic communities to come together. At the same time, while tracking down the historical perspectives on organizational environment of the IPOs under the given modern classification and definition, one should consider various external and internal factors that has strong influences on the overall growth of the organizations in Nepal. In spite of many hardship and harassment imposed by the then ruling regimes to get united themselves under the umbrella of modern organizational structure, many of the indigenous nationalities have practiced their own time bound traditional organizational practices. The strong collective and binding factor "We" has remained as one of the main stay among many of the traditional organizations belonging to the indigenous nationalities. The 'Badaghar' system of Tharu community, Guthi' of Newar community, 'Rodhi' of Gurung community and 'Dhukuti' of Thakali community could be cited as some of good examples of such traditional organization system. However, the available document presents only the Tharu Kalyankari Sabha that has been established in 2005 BS to revive their socio-cultural aspects.

After the toppling of Rana regime from Nepal (1950/51), few ethnic communities did some feeble exercises to establish their own organizations during the period of political freedom (1950 - 60). Dhimal community (2009 BS) belonging to the Sunsari district and Tamang Ghedung (2013) has come into existence during this period. In spite of the tight grip on political freedom to be united together in the 30 years of Panchayat regime (1991-1989), many ethnic communities organized themselves to voice and preserve their socio-economic and cultural aspects. The post-referendum period (1981-1989) could be observed as one of the prime time for the emerging trends in ethnic organizations. However, the information collected on the IPOs reveals that the real movement took place only after the reinstatement of democratic pattern in the country (1990).

Time factor or the age of survival of the organizations is regarded as one of the indicator in institution development process. The present study reveals that out of the 51 studied IPOs only 11 IPOs were established during the period of Panchayat era. This clearly indicates that the reinstatement of democracy in the country (1990) has been one of the crucial factors for the indigenous people to come together into united for and voice for their rights. The rigid political system of the Panchayat era, lack of public freedom and coercive fear for coming together to establish their social entities and low level of awareness could be cited as some of the basic factors for the low establishment of NGOs and IPOs during that period. This also indicates that majority of the IPOs are very young and still many of the indigenous people have not been able to achieve this task (by this date out of 59 IPs only 54 indigenous people have formed their organizations and registered their affiliation with NEFIN).

5. OBJECTIVES OF THE MID-TERM ORGANIZATIONAL STRENGTHENING AND MANAGEMENT AUDIT OF THE IPOs

The prime objective of the proposed mid-term organizational strengthening and management audit of the IPOs is to assess the level of organizational strengthening and institution capacity building process that have been induced in the last one and half year through JEP initiatives. Following objectives are set as the prime objectives of the mid-term evaluation:

- ⇒ to carry out SWOT analysis of the IPOs,
- ⇒ to carry out the managerial audit of the IPOs, and
- ⇒ to prepare appropriate and effective measurers for steering future courses.

6. SCOPE AND LIMITATIONS OF THE STUDY

Organizations are social entities that also reflect the desire, aspiration, values and norms of certain specific people and thrive to fulfill or satisfy them. Understanding the organizational behavior is also believed to be a complex process as it embraces collective interaction, effort and human behavioral aspects. While carrying out the study following scopes and limitations were observed and experienced by the consultant:

6.1 Scopes of the Study

- The present organizational strengthening and management audit study incorporates relevant information of 52 NEFIN member IPOs or 96.3% of the affiliated member IPOs.
- Relevant information was collected by carrying out face-to-face interactions with concerned authorities (Chairperson, Vice-chairperson, Secretary and other executive committee members) of the IPOs.
- To maintain uniformity on relevant information, a detailed checklist was developed and administered to the concerned IPOs.

6.2 Limitations of the Study

- The diverse portfolios and status of the IPOs along with differences on major intra-organizational variables have been observed as one of the prime barrier to analyze their organizational strengthening and management audit within a specific range.
- The scattered geographical locations of the IPOs within KTM valley and outside along with the time unavailability of the concerned authorities took much longer time to accomplish the study in given time frame.
- Imposition of Nepal Bandha by various sections and the political mass movement observed during the months of March and April has also experienced as one of the time consuming aspect on the part of delay in the study.

7. STUDY APPROACH AND METHODOLOGY

The relevant primary data and information for the evaluation study were collected by using Participatory Action Research (PAR) method. A detail guiding checklists (questionnaires) was

developed to be directed to key authorities and officials of the IPOs to obtain relevant information for the mid-term organizational variables and management audit study. A pre-testing session was also organized at Kathmandu with Kirat Yakthum Chumlung officials before finalizing the guiding checklist.

The consultant collected the necessary data and relevant information by carrying out face-to face interviews with the IPOs officials by visiting in their own respective offices. To observe some of the key organizational behavioral and environment status of the IPOs, the consultant visited Jhapa, Ilam, Sunsari, Dhanusha, Chitwan, Dolakha, Ramechhap, Kaskhi, Kailali, and Banke districts. To observe the organizational strengthening and management audit of the IPOs a questionnaire was designed and directed to all IPOs where relevant information was collected from 52 IPOs. The consultant personally visited 50 IPOs to interact, observe and get the feeling of existing work environment of the IPOs and to obtain quantitative and qualitative information for a comprehensive analysis.

7.1 Survey Methods and Tools Applied for Collecting Relevant Data and Information

Primarily, the pre-determined information required for assessing the organizational strengthening and management audit of the IPOs were collected by carrying out the following methods:

- 7.1.1 **Finalization of guiding checklist (questionnaire) and pre-testing:** To collect the appropriate and relevant information for the mid-term organizational strengthening and management audit a detail guiding checklists was developed targeting primarily to the key officials of IPOs. The guiding checklist was developed to meet the overall objectives of the study by considering the different nature and work pattern of the IPOs. Obtaining support from NEFIN/JEP officials one pre-testing session was conducted with Kirat Yakthum Chumlung official at Kathmandu. Necessary refinements on the guiding checklists were made collectively by the NEFIN/JEP officials and consultant before carrying out the field survey.
- 7.1.2 **Face to face interaction with the Officials of IPOs:** All the IPOs were contacted personally by the consultant to collect relevant data & information. Of the total IPOs affiliated with NEFIN (N=54) the consultant collected relevant information from 50 IPOs or 92.59% by visiting the offices of the concerned IPOs.
- 7.1.3 **Mail Survey:** Checklists were also directed to few IPOs (N=3) located at far flung geographical areas where only one IPO responded to the mail. The present study was able to collect and analyze relevant information of 52 IPOs that makes it to 96.3% of the total IPOs population (affiliated with NEFIN). The study missed to collect relevant information from two IPOs belonging to **Thudam** and **Lhopa** communities. The relevant information collected from the IPOs were collectively presented and analyzed under various headings.
- 7.1.4 **Survey Duration:** The field visits survey for the evaluation study started from the 3rd week of March 2006 to the 2nd week of June 2006.
- 7.1.5 **Verification and processing of the information:** Having support from NEFIN/JEP and IPOs officials, the consultant checked, verified and processed all the relevant data and information collected through different sources. Relevant data were presented on various simple tabular forms with ample elaboration for each major finding of the study report.

CHAPTER - II

8. LEADERSHIP AND MANAGEMENT

This chapter primarily explains the major findings made under the leadership pattern and decision making process or the management functions. Indigenous Nationalities movement being sparked with high steam of self-motivation and volunteerism has a great deal of traditional leadership pattern. Many of the leadership traits and practices within IPOs have direct linkages with its time bound historical traditional patterns. Successful adaptation and practices of modern leadership and management functions could be considered as a new alien phenomenon within many of the IPOs.

Leadership is counted as one of the vital component or variables for the overall growth and vibrant function of an organization. Leadership should be able to set long-term vision, mission, goal and objectives for their respective organizations and lead their respective team in achieving the determined VMGO. It is also the function of people who have the various types of power and authorities conferred either by the higher authorities or by the people themselves to lead the organization in achieving its confirmed objectives. Leadership function demands quite considerable blend of managerial function in planning, organizing, directing and controlling. In an embryonic organizational state, the role of leadership becomes critically important as the attainment of the organization primarily depends upon the capability of the people who lead the organization. Commitment, competence, vision, continuity or succession, styles and leadership tactics are the vital characteristics of a successful leadership.

While dealing with this chapter certain consideration should be accounted to differentiate the IPOs movement with the other organizations (NGO, government, business, etc). One of the prime driving forces behind the IPOs movement has always remained the issue and right based approach pertaining to the Indigenous Nationalities of the country. Awareness rising to advocate and lobby collectively for socio-economical and political inclusion within the mainstream of national development arena along with promotion and preservation of various cultural heritages could be features as the main stay of the movement.

8.1 Kinds of Membership and General Members of the IPOs

The size and shape of the general members or the cliental group of an organization also determines its state of institutionalization process. The larger cliental group or members also indicated their aspiration, affiliation and attachment, needs, motivation and above all the level of satisfaction of their needs or perceived and received benefits from their respective organizations.

The general membership for each IPOs varies in line with various factors, i.e. the size of the particular population, programmes and activities, organizational structure and geographical coverage, communication and motivation, age of the organization and leadership pattern, etc.

Many of the formidable IPOs belonging to the first three categories (A, B and C) are primarily the membership based organizations. Many of the IPOs belonging to this category also expressed their certain constraints as they have bigger coverage of geographical areas and many layers of vertical organizational structure. District branch offices as well as VDC and municipality units being responsible to expand their general membership make it difficult to keep the track record of their respective general members. Newa Deya Dabu being a federating organization has 147 sister organizations and it even makes them difficult to keep all the track records of their members.

However, the tentative figures on the general membership provides following surface level information on the IPOs.

- The coverage of wider geographical areas with the establishment of high number of District and VDC level units, many IPOs have felt it difficult to update the data inventory on their general memberships. In general most of the formidable IPOs have devolved their authority to distribute the general membership to their VDC and district level units respectively. The informal information provided by the concerned officials of the IPOs suggests that they are trying hard to update these data soon as they have already instructed their respective district units to comply with it.
- Few IPOs with having small population (i. e., Marpha Thakali, Topkegola, Meche) have counted all their population as general members on the household level.
- Given under different circumstances; difficulties in travelling due to armed conflict as well as intra-organizational conflict many of the IPOs have not been able either to initiate the distribution of general membership to new members or renew the old one. However, the available information on the part of working area coverage, most of the IPOs have successful to establish many VDC and district units during the past three years period.
- Some of the IPOs belonging to minority groups with having central office based either at Kathmandu or district headquarter (N=9) were also not able to reach their respective larger communities due to the conflicting situation and has confined the distribution of general memberships to those people who are easily accessible to them in the urban cities.
- Nepal Magar Sangha holds the biggest number of general members exceeding to 100,000. Kirant Rai Yoyakha (GM=62,000), Nepal Gangai Kalyan Parishad (GM=38,000), Kirat Yakthum Chumlung (GM=30,000), Nepal Chantyal Sangh (GM=12,000) and Nepal Sherpa Sangh (GM=10,000) are the other few IPOs with bigger number of general memberships.
- Recently the Tamu Rastriya Parishad, federation of Tamu (Gurung) replaced the Tamu Boudhya Sewa Samiti as the new member of NEFIN creating complexity to identify their total population of general members.
- Many formidable IPOs like; Tamu Rastriya Parishad, Nepal Tamang Ghedung, Tharu Kalyankari Samiti, Kirat Rai Yayokha, Kirat Yakthum Chumlung, Danuwar Jagaran Samiti, Nepal Majhi Utthan Sangh and Sunuwar Sewa Samaj were trying to update their records on general memberships.
- Newa Deya Dabu, one of the largest IPOs belonging to Newar community has changed its organizational structure by distributing its membership on organizational basis. It has incorporated 147 sister organizations under its umbrella. The organizational structures of the sister organizations and their general membership pattern varies to wider range and it has been difficult for them to update relevant data on it.
- Altogether 21 IPOs have also distributed various types of memberships to individual persons that have contributed to the overall growth of their respective organizations.

Table No. 3: Tentative Numbers of General Members Distributed by the IPOs

S. No.	Indigenous Nationalities	No. of IPOs (N=52)	Range of General Memberships (Tentative Numbers)					
			Not Available	< 100	100-1,000	1001-10,000	10,000-50,000	>50,001
1	Advanced Groups	2	1	-	1	-	-	-
2	Disadvantaged Groups	14	1	4	3	2	2	2
3	Marginalized Groups	18	6	3	4	4	1	-
4	HM Groups	11	7	1	2	1	-	-
5	Endangered Groups	7	-	2	5	-	-	-
Total:		52	15	10	15	7	3	2

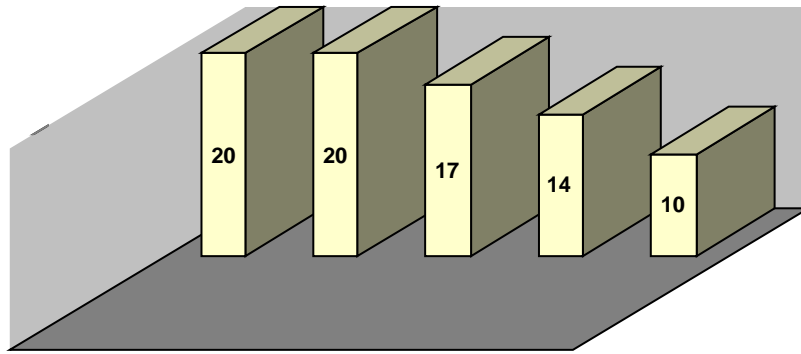
A similar study carried out in March 2003 reveals that the total number of general membership distributed for the 47 IPOs were 374,290 in numbers with about 29% representing the women. A comparative analysis shows the following major changes within the distribution of memberships:

- The analysis of present data provided by 33 studied IPOs show that the present population of their general membership stands to 270,532 in numbers. This reveals that there are certain declines in the distribution of general membership. The following reasons could be counted as some of the major factors for the decline of the membership.
- Newa Deya Dabu has distributed its membership only to sister-organizations and at present it has 147 sister-organizations as its members. With having large working area coverage, assumption could be made that the number of general members of Newa Deya Dabu could cross the mark of more than half a million.
- IPOs belonging to Marpha Thakali, Topkegola and Meche community have also changed their strategy in distribution of their respective membership. Instead of counting individual person, they have counted all the household family as a unit to qualify for the general membership.
- Besides the four IPOs who did joined recently the membership of NEFIN, 26 IPOs have been able to increase their number of general membership. The available data also indicated that there are slight decline in the general membership of seven IPOs. Similarly, 15 IPOs have not been able to update the renewed membership for the past two years and are looking forward to accomplish this task soon.
- The tentative percentages presented by the 28 studied IPOs on the average size of gender wise population of the general members shows that at present the representation of women members has increased to 37.97%. This indicates that for the last two years period representation of women in IPOs have increased by almost 10%.

Table No. 4: Comparative Analysis of the General Members Distributed by the IPOs (2003 and 2006)

S. No.	Particulars	Gender	Total	
			Numbers	%
1	General Membership 2003 (N=47 IPOs)	Female	107,723	28.78
		Male	266,567	71.22
		Total:	374,290	100
2	General Membership 2006	Female % (N=29)	-	37.97*
		Male (N=34)	218,532	-
		Total:	270,532**	-





8.3 Key Position Held by the Women Executive Committee Members

The gender representation in the key positions of executive committees is regarded as one of the strong phenomenon to influence the decision making process. The available overall data also presents that only two IPOs belonging to Baragaun and Surel community have greater number women executive committee members than their male counterparts. However, the overall representation of women in the 52 studied IPOs counts to above 17%, only a small number of the women executive committee members hold key positions. Out of the 146 women executive committee members only 26 or 17.81% of them are further nominated to key positions. Among the key position holder women members none of them hold the position of Chairperson.

Table No. 7: Key Positions Held by Women in the Executive Committees of the IPOs

S. No.	Classification of IPOs	Advanced Group (N=2)	Disadvantaged Group (N=14)	Marginalized Group (N=18)	HM Group (N=11)	Endangered Group (N=7)	Total (N=52)
1	Chairperson	-	-	-	-	-	-
2	Vice Chairperson (I, II)	-	2	1	2	1	6
3	General Secretary & Secretary	1	2	2	-	-	5
5	Joint Secretary	-	2	1	3	1	7
6	Treasurer	-	2	1	1	1	5
7	Joint Treasurer	-	2	1	-	-	3
Total:		1	10	6	6	3	26

8.4 Leadership Selection Procedures

All the IPOs have a clear mandate mentioned under their respective doctrine to select their executive committee or leaders for a period of two to five years. The available records show that in recent years majority of the IPOs have practiced the electoral procedures in electing their respective executive committee members by organizing general assemblies. In most of the cases it was also observed that very few executive members and official bearer have to be active and they were repeatedly nominated to same position for many terms. Many of the leaders find it difficult to meet their responsibilities due to the financial and time constraints. Similarly inadequacy of well-educated or trained manpower within their respective community has also been other factor, which has constrained for the emergence of new leadership in many IPOs.

The data presented on the table no. 5 shows that a large number of IPOs belonging to category C, D and E have not been able to organize their regular general assembly for the span of last four years. In the case of IPOs belonging to Endangered Groups many of them are been formed in the past two years and they still have some time left for organizing general assemblies.

Table No. 8: Organization of General Assembly and Selection of Executive Committee Members

S. No.	Classification of IPOs	General Assembly Held within the last Four Years					Total
		Not Held	2060	2061	2062	2063*	
1	Advanced Groups (N=2)	1	-	-	-	1	2
2	Disadvantaged Groups (N=14)	6	4	1	3	-	14
3	Marginalized Groups (N=18)	9	2	1	6	-	18
4	HM Groups (N=11)	4	1	1	4	1	11
5	Endangered Groups (N=7)	6	-	-	1	-	7
Total:		26	7	3	14	2	52

* Including those IPOs who have scheduled their General Assembly in the year 2063

8.5 Available Expertise within the Executive Committee

Given under the prevailing situation and constraints majority of the executive committee members have to perform the dual responsibilities of leaders and managers. Majority of the IPOs with having non-profit making entities solely operates on volunteerism. To carry out the day-to-day administrative and managerial functions, it relays on few expertise that are capable to handle the overall management functions in their respective IPOs.

The total number of such expertise/human resource among the studied IPOs counts to 708 (Seven IPOs do not have any expertise). The big number of such expertise comes in the part of culture and traditional aspects with 204 in expertise number (28.81%). The second largest number comes under the linguistic aspect, which comes to 128 in number (18.08%). The number of planning experts (N= 127) and managers cum accountant (N=124) ranks to the third and fourth positions.

Table No. 9: Available Expertise/Human Resources within the Executive Committees of IPOs

S. No.	Classification of IPOs	Advanced (N=2)	Disadvantaged (N=14)	Marginalized (N=18)	HMG (N=11)	Endangered (N=7)	Total (N=52)	
							No.	%
1	Planning Experts	8	31	56	20	12	127	17.94
2	Linguistics	2	17	58	37	14	128	18.08
3	Expertise in Culture	7	39	81	45	32	204	28.81
4	Managers + Accountants	-	24	56	27	17	124	17.51
5	Advocates on Jajajati Issues	6	13	26	17	16	78	11.02
6	Journalists	4	8	17	17	1	47	6.64
Total:		27	132	294	163	92	708	100
%		3.81	18.64	41.53	23.02	12.99	100	

Organizational strengthening of the IPOs through human resource development was one of the major intervention areas of JEP project. A comparative analysis on the availability of different human resources within the executive committees for 2003 and 2006 shows the following changes in the IPOs:

The present situation indicates that there is healthy increase in the number of planners and managers cum accountants in the IPOs to provide a good leading hand to operationalize the day-to-day managerial functions of the IPOs. The number of planners has increased to a total number to 127 in 2006 from the last recorded one of 29 in 2003. Similarly, the number of managers with ample knowledge on financial control system has gone up to 125 in 2006 from the recorded 48 in 2003. As a result of higher concentration on the language, religion and cultural aspects, the number of linguists and culture experts still remain high in the executive committees. The current number of culture experts is counted 204 which are followed by another 128 linguists.

Table No. 10: Comparative Analysis of Available Human Resources in the IPOs

S. No.	Human Resources	Within Executive Committees		
		2003	2006	Change
1	Planner	29	127	98
2	Linguists	41	128	87
3	Culture Expert	46	204	158
4	Managers + Accountant	48	124	76
5	Researchers	44	NA	44*
6	Trainer	52	NA	52*
7	Gender	15	NA	15*

8	Others	40	NA	40*
Total:		315	583	568

* Previous Figure Counted

8.6 Executive Committee as a Volunteer Work Force

Primarily being the member organization, majority of the IPOs rely volunteer services from their respective members to carry out different socio-cultural activities. Besides the mass mobilization of volunteers force to organize such events, in majority of the IPOs the day to day administrative functions were carried out by the executive committee members on pure volunteerism.

To make functional their respective IPOs and participate in different activities (i.e., attending meeting, workshop and functions) most of the time some of the prominent officials (Chairperson, Vice-chairperson and Secretary) have to extend volunteer services for their respective organizations. Absence of clear term and references (ToR), inadequate expertise on the specific subject matters, time and financial constraints along with easy access to communication are cited some of the prime constraints to achieve the set objectives by majority of the IPOs. A comparative analysis on the activities carried out by the IPOs in 2003 and 2006 (Table No.20) automatically indicates the higher number of voluntarism contribution of the executive committee members. Besides, this many of the IPOs have also created and mobilized their own human resource pools by enhancing various skills through capacity development activities.

8.7 Managerial functions in the IPOs

Management functions primarily cover the four dimensions that are very crucial for the overall organization to perform well in its given environment.

8.7.1 Planning process in the IPOs

Planning process mainly involves the selection of appropriate strategy and inputs to achieve the organizational VMGO. It involves primarily the decision making process which demands the ability for scanning the intra-organizational capability and external environment and further to identify potential areas for further advancement. To carry out the appropriate planning process leaders as well as managers should possess the analytical approach in setting and designing the organizational strategic and operational plans with far reaching impacts.

To enhance the skills on formulating projects and planning exercises within the intra-organizational structure of IPOs, JEP organized five training events on project proposal writing and project management cycle for more than 120 officials and volunteers belonging to different IPOs. Similarly, few training events were also organized on management training through some capable IPOs. Altogether three training events were organized to develop the advocacy strategy for indigenous nationalities.

Inadequate resources are being cited as one of the prime factor for not being able to develop comprehensive annual plan of operation by the majority of studied IPOs. However, many of the IPOs also informed that they do develop tentative time planning to organize certain regular activities in a very crude fashion. Only very few formidable IPOs are do carry out their annual plan on a regular basis. Table No. 12 presents the comparative analysis on the part of planning, decision making and controlling mechanism of the IPOs.

8.7.2 Organizing functions

The second important function of leaders and managers is to select and assign appropriate inputs including professionals at the right places to ensure maximum outputs within the framework of available inputs. Work assignment, resource allocation, coordination and network come under the organizing function of the management.

As a result of exposure to various leadership and management skills and tools imparted through various training events for the past two years, involvement of volunteerism workforce in the IPOs have increased tremendously. This could be reflected clearly by comparing the increased number of various activities; i. e., awareness rising, community mobilization, formation of social capitals, establishment of office setups with physical facilities to operationalize the day-to-day administrative functions, wider involvement of experts and activists in organizing multi-dimensional workshop and seminars related to the issues of Janajatis.

Recruitment of required manpower along with other inputs has a direct link with the planning process. In absence of detail annual plans with sufficient budget provision the organizing function is much affected in the IPOs and basically they are forced to organize many of the events in line with its urgent needs.

8.7.3 Directing or Leading the team

Actual implementation of the programmes and activities starts once the proper assignments of inputs are assured and completed. The leaders and managers have to direct or lead their subordinators to accomplish their assigned functions. It needs constant motivation, aspiration and counseling components to lead the subordinates in achieving the pre-set goal of the organization.

For the past two years, JEP initiated leadership building training to enhance the intra-organizational capacity of the IPOs. It has also facilitated to establish and operationalize the regular functions of the IPOs by assisting to acquire minimum office furniture and equipments.

Volunteerism being one of the prime modality of operation of the IPOs is quite efficient in carrying out various activities on a sporadic basis. Besides, such one go activity, IPOs do also carry out certain regular programme successfully on collective basis. Regular programme that are being directly connected to the cultural and religious practices could be cited as some good examples.

8.7.4 Controlling mechanism at practices

It is a mechanism by which the leaders and managers can observe whether the programmes are heading to the right direction in achieving the pre-determined goal and objectives of the organization. It also provides timely information to the leaders and managers on the progress made by the organizations and set immediate corrective measures to streamline the overall functions

With having less regular programmes and few activities, majority of the IPOs do not have strong control mechanism or tool to monitor those activities. However, the time and resource constraints also have adverse effects to administer regular monitoring services to the district and VDC based office units. For many IPOs with having huge working areas coverage, it poses a double challenge even to establish good communication within the given organizational limitations.

About 83.0% of the studied IPOs have informed that they are able to organize their regular meetings at different intervals where they review the progress of the past and plan for future activities. Seventy-nine percent (N=43) IPOs also keep internal financial progress reports and

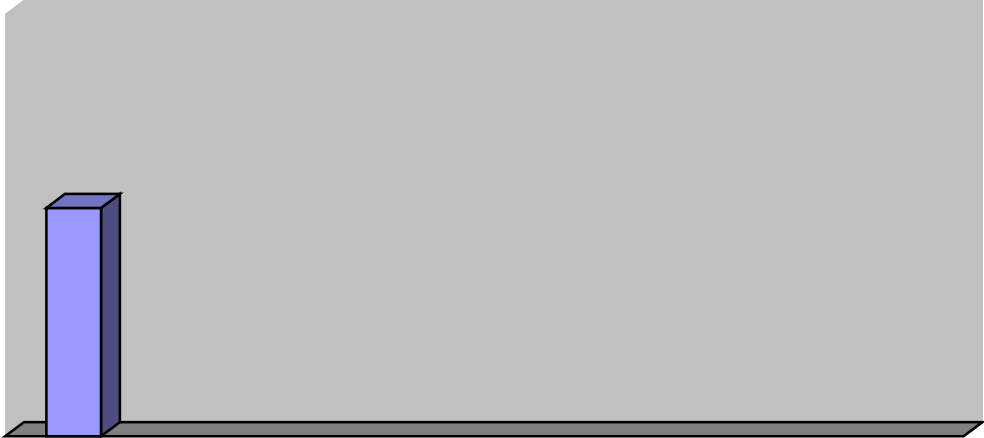
auditing on regular basis. Similarly more than 90.0% of the IPOs do maintain their financial audit on annual basis as it is required for renewing registration of their respective organizations in the CDO offices.

Table No. 11: Planning, Organizing, Leading and Control mechanism of the IPOs

S. No.	Classification of IPOs	Advanced Group (N=2)	Disadvantaged Group (N=14)	Marginalized Group (N=18)	HM Group (N=11)	Endangered Group (N=7)	Total (N=52)	
							No.	%
1	Long-term Strategic Plans	1	4	4	1	0	10	19.23
2	Planning on Annual basis	2	10	8	1	0	21	40.38
3	Regular Planning and Review Meetings	2	13	14	9	5	43	82.69
4	Internal Financial Audit	2	11	15	8	5	41	78.85
5	External Financial Audit	2	12	16	10	7	47	90.38
6	Annual Assembly	1	11	9	2	3	26	50.0



4	External Financial Audit	37	47	10
5	Long-term Strategic Planning	NA	10	10



CHAPTER - III

The chapter - III is directed to examine the core value and aspirations of the IPOs or the prime motive of collective efforts of the Indigenous Nationalities that has been reflected and translated into actions. It also examines some of the major programmes and activities that have been undertaken by the IPOs to achieve the ultimate destination or vision. Resource generation and mobilization becomes one of the crucial parts in translating the programmes into real actions further to bring desired results and moving a step forward in achieving the vision.

9. DOCTRINE

Doctrine is regarded as the purposes and/or mandate of organization. It is the expression of what the organization stands for and what it hopes to achieve. A clear, consistent, confident, and repeated expression of the doctrine will induce the idea of common objectives of the organization within and among its members, to generate a strong sense of cohesion and belonging thus increasing effectiveness in achieving the organizational goal.

9.1 Vision, Mission, Goal and Objectives of the IPOs

In line with the given structure of government system (Organization Registration Act 2034) all the 52 IPOs have clearly stated their broader 'development vision and mission' statement within their respective doctrines. The structured doctrine has been a must in obtaining formal recognition or legal certificate for the IPOs to become functional in the environment. Though the structured doctrine or its format provides certain norms to understand the overall organizational visions of the IPOs, it still lacks the distinct stepwise procedures in attaining the set vision.

Within the present changing environment of global development system, the operation of voluntary organizations has become extremely complex in terms of both structures and functions. The changing nature of aid system, the persistent nature of poverty, the question of sustainable development, inclusive good governance, the whole discourse on mobilizing and strengthening civil society etc. are only a few, which have brought both opportunities and challenges to all voluntary development organizations like IPOs.

Majority of the IPOs have not been able to identify these changing environmental context and internal complexity of the voluntary development organizations and improve their internal capacity to respond strategically. Besides the ambiguity in organizational vision the IPOs are also not been able to create a distinct differences while structuring their goal and objectives.

9.2 Long-term Strategic Planning

In recent years to steer and accelerate voluntary development organizations towards achieving its pre-set goal and objectives, strategic planning has become a strong tool. Strategic planning has been defined as disciplined efforts to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it. The available record (Table No. 12) presents that only few IPOs have recognized the values and importance of such strategic plans and have initiated it on their own efforts. About one fifth of the studied (N=10) IPOs have developed their long-term strategic plans on very crude forms.

10. STRUCTURE

It refers to the interrelationship between and among the members or different units of the organization. For a smooth functioning, integration and creating responsibilities and accountability as well as to avoid social conflicts, an internal structure is a must in all kinds of organizations.

10.1 Organizational structure of the IPOs

Of the studied IPOs (N=52) more than 60% have either their central office or liaison offices are located at Katmandu valley. Among the surveyed IPOs 20 of the IPOs do not have such facilities located at the capital city. Fifteen of the surveyed IPOs are functional at only one district or have only one district office. Similarly, 16 IPOs have district offices ranging from 2-5 districts, six IPOs have 6-10 district offices and 14 IPOs have expanded their working areas by covering more than 11 districts.

The vertical and horizontal organizational structure of the IPOs comes into different forms, shapes and sizes. It could be noted down that many variables influences the shape and size of the organizational structures of the IPOs; i. e., population size of the respective communities, spatial distribution, level of education and traditional professions, and mobility pattern of the communities, etc. Majority of the IPOs have structured their vertical organizational structure starting from the central committee and have gradually moved to the district and further to VDC and municipality level. Few IPOs belonging to Thakali and Chantyal have structured their organizational units in a regional basis.

The three largest IPOs; Nepal Magar Sangha, Nepal Tamang Ghedung and Nepal Sherpa Sangh have their district branch offices in 65, 64 and 26 districts respectively. It could be distinctly observed that the coverage of working area falls basically small to the 'Endangered Groups' and other minor groups that belongs primarily to the Mountain and certain Terai groups.

Nepal Magar Sangh (Ilaka units 1220), Nepal Tamang Ghedung (VDC units 700), Kiant Rai Yayokha VDC units 245), Kirat Yakthum Chumlung (VDC units 205), Tharu Kalyankari Sabha and Nepal Sherpa Sangha (VDC units 185) are some of the commendable IPOs who even have a larger number of units in operation at the VDC and municipalities.

Newa Deya Dabu could be identified as one of the formidable IPOs which have 147 member organizations that have been spread through out the country. Besides Newa Deya Dabu few other IPOs like Nepal Sherpa Sangh, Kirat Rai Yayokha, Kirat Yakthum Chumlung, Nepal Magar Sanga and few other IPOs have also affiliated many sister organizations under their umbrella. The available information also reveals that 22 IPOs have also established various sub-committees and divisions within their intra-organizational structure for a smooth operation of different activities.

Thirty-four IPOs or 66.67% of the studied IPOs have also installed Advisory Board in their respective organizations. The size of the Advisory Board varies from one IPO to another. Nepal Thakali Sangh has the largest Advisory Board with altogether 35 members and Kuchbadhiya has only one advisor in their respective organizations. The representation of women in the Advisory Board is quite poor in all IPOs. Their representation counts to 5.0% in average to the Advanced Group and it comes to only 0.17% within the Endangered Groups.

Table No. 13: Horizontal and Vertical Organizational Structure of the IPOs

S. No.	Classification of IPOs	Advanced Group (N=2)	Disadvantaged Group (N=14)	Marginalized Group (N=18)	HM Group (N=11)	Endangered Group (N=7)	Total (N=52)
1	Central Office located at KTM	2	10	11	7	1	31
2	District HQ (outside KTM)	-	3	7	4	6	20
3	Confined to only one District	-	2	6	3	4	15
4	District Offices (2-5 districts)	-	3	6	4	3	16
5	District Offices (6-10 districts)	-	3	1	2	-	6
6	District Offices (> 11 districts)	1	6	5	2	-	14
7	VDC Units	-	9	8	7	2	26
9	With various Divisions	1	9	8	2	2	22
10	Sister Organizations	1	4	3	1	0	9
11	IPOs with Advisory Board	2	8	13	5	6	34
12	Total Advisory Board Members	41	70	82	36	20	249
13	Size of Advisory Board Members	20.5	8.75	6.31	7.2	3.33	7.34
14	Average percentage of Women in Advisory Board Members	5.0	1.0	0.38	1.0	0.17	0.85

A comparative analysis of the available data on the coverage of working districts and VDCs of the IPOs between 2003 and 2006 shows that many of the IPOs have been able to increase their number of working districts in one hand and at the same time the number of working committees at the VDC level have been reduced considerably. At present the number of total working districts for the IPOs stands to 396 districts that were recorded only to 362 districts in 2003. At present the number of VDC covered by the IPOs counts only to 1,970 at present which was registered to 3,151 VDCs in 2003.

The present conflicting situation has some direct impact on the reduction of VDC units as many formidable IPOs belonging to Thakali, Magar, Sunuwar, Tharu, Kumal, Danuwar and Bhujel were not been able to keep proper track record of their respective VDC units. Similarly, IPOs belonging to Sherpa, Rai, Yakhkha, Rajbans, and Majhi have considerably restructured and reduced their number of VDC units. The case also applies with some marginalized communities like Byansi, Bhote, Mugal, Santhal, Hayu, Raji, and Bote as they were unable to keep proper tracks of their respective VDC units.

Table No. 14: Comparative Analysis on the Coverage of Working Districts and VDCs of the IPOs (2003-2006)

S. No.	Working Area Coverage	2003	2006	Change
1	Sister-Organizations	-	1	1*
2	Regional Offices	NA	2	2**
3	District Offices or Committees Formed	362	396	34
4	VDC Offices or Committee Formed	3151	1970	(-2181)
5	District Coordination Committees of NEFIN		44	

- Newa Deya Dabu presently works through its sister-organizations (N=147) which has much larger district, municipality and VDC coverage. IPOs belonging to Thakali and Chhantel communities cover more districts through their respective regional offices. However, detailed information about VDC offices or communities could not be found
- Nine IPOs out of the studied 52 IPOs have increased their respective working districts in the period of past three years. Similarly, it was observed that 17 IPOs have also either increased or established their VDC units at different levels.

- Few formidable IPOs, i. e., Thakali, Rai, Limbu, Sunuwar, Sherpa have also initiated few branch offices in some overseas countries.
- At present the district coordination committees under NEFIN has also increased to 44 districts from 33 in the year 2003.

11. LINKAGES

Organizations being social dynamic entities need to perform various activities to achieve its goal and objectives to satisfy the ever changing basic needs of its cliental society. Organizations need to interact and collect various inputs on a regular basis from different entities within its working environment to develop its own internal strengths and external capability and even for its own survival. Such inter-relationship and coordination between and among various organizations are better known as linkages or network system.

11.1 Registration of the IPOs (Enabling linkage)

To become full-fledged social entities and operate into a larger environment any organization needs to establish linkages with other entities. As per the government system of Nepal all non-government organizations have to be registered in District Administrative Office (CDO) under the Organization Registration Act 2034 to obtain the formal status. The available record shows that all the member IPOs (N=54) of NEFIN have received this legitimate status or the enabling linkages after the re-installment of democratic government in Nepal (after 1990).

In the year 2003, the member IPOs of NEFIN was recorded only numbering to 48 or 81.36% of the total indigenous nationalities groups. At present it has reached to 54 in numbers that represents 91.53% of the total indigenous nationalities. Thudam, Surel, Dhanuk, Kuchbadhiya, Baragaunle and Lhopha are the six new member IPOs that has registered and sought formal affiliation with NEFIN in the period of last two years. Similarly, Bankariya has also registered their organization and applied for affiliation to NEFIN. Four more indigenous nationalities groups; i. e., Kusunda, Raute, Free and Chairotan are still unable to form and register their IPOs.

Out of the total 54 member IPOs affiliated with NEFIN, only 22 (40.74%) are registered in their respective district CDO offices, whereas the remaining 32 IPOs (59.26%) are registered in the capital city of the country. The registration practices and trends of the organization indicate that Kathmandu is preferred by these organizations due to closeness to other linkages, which is very much vital for sustaining their existence.

11.2 Affiliation with NEFIN (Functional Linkages)

Organizations being social entities could not operate or function alone within the given environment on its own. It needs various supports in the form of inputs to deliver the desired outputs to satisfy the ever changing objectives of its members as well as larger society. NEFIN was formed in 1991 as an umbrella organization of IPOs with only eight member organizations (representing only 13.56% of the total indigenous nationalities groups). For the past 15 years the membership has grown to 54 IPOs (91.53%).

Recently, Bankariya has also formed and registered their organization and has applied to NEFIN seeking its membership.

11.3 Affiliation with Social Welfare Council and other Organizations

To become eligible for outsourcing resources and establishing various functional linkages with national and international NGO communities, the government system of Nepal has made a provision that all the non-government organizations have to be affiliated with Social Service Council. Among the studied IPOs (N=51), majority of the IPOs (N=31 or 60.79%) have obtained affiliation with Social Service Council. The available data also presents the poor functional linkages of the IPOs belonging to 'Endangered Groups' where among the seven NEFIN member IPOs non have been able to obtain this status.

Table No. 15: Status of Enabling and Functional Linkages of IPOs

S. No.	Classification of IPOs	Total IPOs (N=59)		NEFIN Member (N=54)		Studied IPOs (N=52)		Affiliation with SWC (N=59)	
		No.	%	No.	%	No.	%	No.	%
1	Advanced Group	2	3.39	2	3.39	2	3.5	1	1.96
2	Disadvantaged Group	15	25.42	14	23.73	14	26.92	9	17.65
3	Marginalized Group	20	33.9	19	32.20	18	34.62	13	25.49
4	Highly Marginalized Group	12	20.34	12	20.34	11	21.15	8	15.69
5	Endangered Group	10	16.95	7	11.86	7	13.46	0	0
Total:		59	100	54	100	52	100	31	60.79



CHAPTER - IV

12. PROGRAMMES

Programmes basically involves the formulation of activities which the organization will undertake in line with its doctrine. Assessment of available resources and its proper utilization towards achieving organizational goal, identification and development of future activities on priority basis are the major areas to be considered while formulating the programmes.

12.1 Prioritization of Programmes by the IPOs

While identifying the prioritized areas of programmes initiated by the IPOs, majority of them have stated very few activities. Majority of the IPOs have prioritized that they are highly concerned with the promotion and preservation of their respective script, language, religion, culture, tradition and skills. More than fifty-five percent (N=29 or 55.77%) of the IPOs have prioritized this programme by giving first ranking. The gradual decline of the prioritizing rank by the different category of the IPOs also indicates their immediate need for other aspects. For instances the IPOs belonging to category D and E have more shown more concern on the activities that is directly related to the improvement of their socio-economical status.

Improvement of socio-economical condition has been ranked to the second prioritized list by 20 IPOs or 38.46%. The gradual curve moving forward from Advanced Group to the Endangered Groups indicated the emerging needs to tackle the prime issues that have been faced by these groups.

Awareness building aspects being a cross-cutting issue holds the third priority list with seven IPOs. Advocacy and lobbying for policy/programme formulation and social inclusion has been identified as a part of collective efforts of all IPOs. While specifying this issue many IPOs indicated that their respective organizations have fewer activities on individual basis. However, all the studied IPOs have informed that they have been participating in all major advocacies and lobbying programmes that have been initiated by the NEFIN.

Table No. 16: Prioritization of Programmes

S. No.	Classification of IPOs	Rank	Advanced Group (N=2)	Disadvantaged Group (N=14)	Marginalized Group (N=18)	HM Group (N=11)	Endangered Group (N=7)	Total (N=52)
1	Promotion & preservation of script, mother tongue, culture, tradition, skill	I	2	11	10	5	1	29
		II	-	3	4	1	4	12
		III	-	-	4	5	2	11
		IV	-	-	-	-	-	-
Total:			2	14	18	11	7	52
2	Improve education, health and economic conditions of the community	I	-	-	5	5	6	16
		II	-	8	7	4	1	20
		III	1	5	6	2	-	14
		IV	1	1	-	-	-	2
Total:			2	14	18	11	7	52
3	Awareness raising	I	-	2	3	1	-	6
		II	2	2	7	6	2	19
		III	-	9	8	3	5	25

		IV	-	1	-	1	-	2
Total:			2	14	18	11	7	52
4	Advocacy and Lobbying for policy & programme formulation and social inclusion	I	1	1	-	-	-	2
		II	-	1	-	-	-	1
		III	-	-	-	1	-	1
		IV	1	12	18	10	7	48
Total:			2	14	18	11	7	52

12.2 Available Publications

Publication of dictionary, grammar, articles and booklets related to their cultural identity are one of the prime areas of concerns and the main stay of IPOs activities. In spite of constant efforts and strong willingness of the majority IPOs many of them are not able to concentrate ample time and resources in these sectors. Very few IPOs have carried out research and surveys to collect and publish their respective dictionary and grammars on their own efforts. Many of the dictionary and grammars are published either by the foreigner research scholars or by the government entities. Among the surveyed total IPOs, just above one-third of them (N=18 or 34.62%) have made some research survey on their historical perspectives and have published them. Similarly, 16 IPOs have published various booklets and articles on their traditions and cultures.

Table No. 17: Availability of Various Publications Related to IPs

S. No.	Publications	Advanced Group (N=2)	Disadvantaged Group (N=14)	Marginalized Group (N=18)	HM Group (N=11)	Endangered Group (N=7)	Total (N=52)	
							No.	%
1	Dictionary	1	6	5	5	-	17	32.69
2	Grammar	-	5	2	2	-	9	17.31
3	History	1	4	8	5	-	18	34.62
4	Culture and Tradition	1	4	9	2	-	16	30.77
5	Other Literatures	2	4	1	1	-	8	15.38
6	News letter + Magazines	1	-	-	-	-	1	1.92



The comparative analysis of the available data for the past (2003) and present one (2006) indicates that many of the IPOs have spent considerable time and resources to preserve and promote their language, culture and history through the publication of booklets and newsletters on the related subject matters.

Table No. 18: Comparative Analysis on the publications of booklets and newsletters (2003-2006)

S. No.	Publications	2003	2006	Change
1	Dictionary	NA	17	17
2	Grammar	NA	9	9
3	History	NA	18	18
4	Culture and Tradition	13	16	+3
5	News letter + Magazines + Calendars	8	14	+6

12.3 Organizational Efficiency and Capacity to Organize Different Activities

The list of activities that were carried out by the surveyed 52 IPOs for the last two years shows multi-dimensional aspects. The prime concern being the promotion and preservation of the traditional culture most of the IPOs have directed their effort and resources to initiate various cultural events. Celebration of various religious festives along with participation on International Indigenous day and national events also falls under the broader cultural events. Strengthening the organizational capacity and expansion of district and VDC units have also received priority for many IPOs. Majority of the IPOs belonging to the C, D, and E category initiated of various income generation activities in the form of tailoring and agriculture trainings, goat distribution. Organizing public awareness activities was also one of the strong activities for many of the IPOs.

Table No. 19: Intra-organizational capacity to initiate development activities of the IPOs

Objective	Subjects	Advance (N=2)	Disadvantage (N=14)	Marginalized (N=18)	HMG (N=11)	Endangered (N=7)	Total (N=52)
Organization Development	Leadership Training	1	-	-	-	-	1
	General Assembly	1	8	6	-	-	15
	Office Building Construction	-	2	1	-	-	3
	Strategic Planning	-	1	-	-	-	1
	Proposal Writing Training	-	1	-	-	-	1
	Institution Building	-	-	5	9	5	19
Preservation & Promotion of Culture	Cultural events	2	14	18	11	7	52
	Preservation of Culture	-	1	1	-	1	3
	Research	-	2	8	5	-	15
	Training on Cultural Aspects	-	1	-	-	-	1
	Sport events	1	1	-	-	-	2
	Art Exhibitions	-	1	-	-	-	1
	Workshop on Mother Tongue	-	2	-	-	-	2
	Workshop on Traditional Skills	-	1	-	-	-	1
	Trainers' Training/language	-	1	1	-	1	3
	Publication of Literature	-	1	-	-	-	1
	Calendar Publication	-	1	1	-	-	2
	Recording of Traditional Song	-	1	2	1	-	4
	Audio visual on Culture	-	-	2	1	-	3
	Language Class	-	-	2	-	1	3
	Publication of Dictionary	-	-	-	1	-	1
Socio	Scholarship	1	4	2	1	5*	13

Recognition for Scholars	1	1	1	-	-	3
Health Camp	-	2	-	-	-	2
Blood Donation	-	1	2	-	-	3
Ambulance Service	1	1	-	-	-	2
Adult Literacy	-	2	-	-	1	3
Income Generating Training	-	2	6	4	3	15
Goat/Sheep Distribution	-	-	1	-	3	4
Saving Credit Group	-	1	-	-	2	3
Relief to Flood Victims	-	1	-	-	-	1
School Building	-	-	-	1	-	1
Advocacy for Citizenship	-	-	-	1	1	2
Legal Literacy	-	-	-	1	-	1
Drinking Water Scheme	-	-	-	-	1	1
Awareness Workshops	-	-	5	5	1	11

A comparative analysis on the available data on the activities carried out by the IPOs in 2003 and 2006 show that their performance is gradually shifting towards initiating more organizational strengthening and socio-economical empowerment activities in the past three years. Activities that were initiated under those three major headings could be further located under multiple natures (Table No. 19).

Table No. 20: Comparative Analysis of the Major Activities Carried out by the IPOs (2003-2006)

S. No.	Major Activities	2003	2006	Change
1	Organizational Strengthening and Capacity Development	21	40	+19
2	Preservation and Promotion of Language, History & Culture	80	97	+17
3	Improvement of Education, Health and Income	11	65	+54

12.4 External Resource Mobilization and Experiences on Project Implementation

Majority of IPOs have implemented different projects through outsourcing the development fund from JEP (46.15%) and NFDIN (76.92%). There were only few IPOs who are able to tap other external resources to carry out different development projects. Nepal Chepang (Praja) Sangh still leads the IPOs in outsourcing the external resources. Kirant Yakthum Chumlung and Tharu Kalyankari Sabha two of the IPOs have outsourced some resources from World Bank. Similarly, Nepal Magar Sangha, Nepal Tamang Ghedung and Nepal Majhi Utthan Sangha have outsourced few resources from DFID, UNDP and UNESCO respectively. Altogether 10 IPOs or about one-fifth of the studied IPOs (N=52) have been able to establish functional linkages with different donor agencies and INGOs.

More than two-third of the studied IPOs also have established functional linkages collectively to initiate and implement various projects. Celebrations of cultural and religious functions are primarily counts as the major events under these activities.

Table No. 21: External Resource Mobilization and Experiences in Implementation of Projects

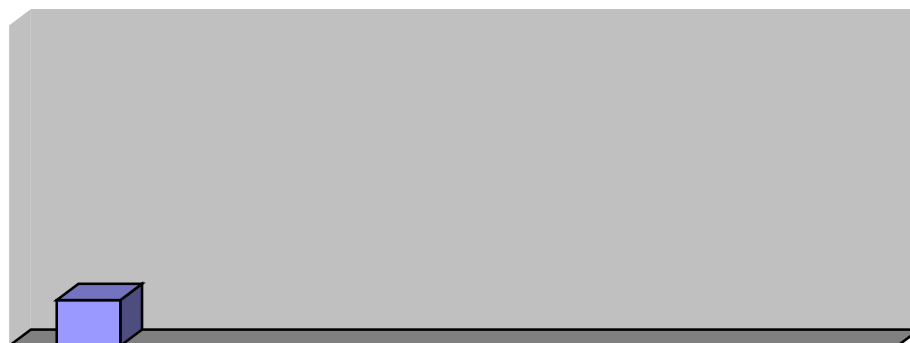
S. No.	Funding Agencies	Advanced Group (N=2)	Disadvantaged Group (N=14)	Marginalized Group (N=18)	HM Group (N=11)	Endangered Group (N=7)	Total (N=52)	
							No.	%
1	JEP	2	7	7	8	5	24	46.15
2	NFDIN	2	8	14	9	7	40	76.92
3	Donor Agencies & INGOs	-	2	5	3	-	10	19.23
4	IPOs	2	10	12	7	4	35	67.31

A comparative trend analysis on the part of resource mobilization by the IPOs in the past (2003) and at present (2006) reveals that Janajati Empowerment Project (JEP/NEFIN) and NFDIN are still lead organizations that have been providing financial assistance to IPOs to implement various activities. Besides, the aforementioned two organizations many IPOs have also started to collaborate with local NGOs and other IPOs to implement some collective events at the local level. In the past three years only 10 IPOs have succeeded to mobilize external resources form different donor agencies and INGOs. The available record also reveals that few IPOs with having strong base at the regional and district levels were also able to outsource resources from the DLAs and Local Government Bodies (DDC, Municipalities and VDCs). Number of IPOs receiving funding from DLAs and Local Government bodies decreased in 2006 compared to 2003 as most of the development budget was diverted to other purposes due to conflicting situation.

The IPOs belonging to endangered groups have received funds to run various programmes from JEP whose organizations are still in the formation stage in the legal term. Besides, these groups few other indigenous nationalities who have not received due recognition like Khadiya and Munda have also received similar treatment from JEP project.

Table No. 22: Comparative Analysis of Resource Mobilization by the IPOs (2003-2006)

S. No.	Major Sources of Resource Mobilization	2003	2006	Change
1	NEFIN/JEP and NFDIN	10	64	+54
2	Donor Agencies and INGOs	2	10	+8
3	Government Line Agencies and Local Governments	4	1	(-3)
4	Local NGOs and IPOs	3	35	+32



13.1 Available Human Resources (Salaried and voluntary Staff)

Out of the studied 52 IPOs only 16 IPOs or about one-third have recruited few salaried staff to carry out various day-to-day administrative works along with other development works in the field. The total number of such salaried staff counts to 54 in number. Nepal Chepang Sangha has hired 22 salaried staff to carry out different development projects that have been implemented through the financial support of different donor agencies. Kirant Yakthum Chumlung has the second largest number of salaried staff which stands to eight in number. Newa Deya Dabu comes to the fourth position with four salaried staff members. Kirat Rai Yayokha, Nepal Sherpa Sangh and Tamu Boudha Sewa Samiti have three salaried staff working for their organizations.

Table No. 23: Available Salaried and Voluntary base Staffs in the IPOs

S. No.	Available Manpower	Advanced Group (N=2)	Disadvantaged Group (N=14)	Marginalized Group (N=18)	HM Group (N=11)	Endangered Group (N=7)	Total (N=52)	
							No. of IPOs	No. of Staff
1	Salaried Staff	1/4	9/22	4/5	2/23	-	16	54
2	Voluntary Staff	-	-	-	2/2	-	2	2
3	None	1	5	14	7	7	34	-

A comparative analysis on the part of salaried staff available in the IPOs reveals that only 16 IPOs among the studied one (N=52) have hired few salaried staffs. The number of IPOs with salaried staffs counts to only one under category 'A' (Newa Deya Dabu), nine for category 'B', four for category 'C', and two for category 'D'. The trends also show that within the past three years five, four and two IPOs belonging to category 'B', 'C' and 'D' have hired few salaried staff to operationalize their respective offices on a regular basis.

Table No. 24: Comparative Analysis of Salaried Staffs of the IPOs (2003-2006)

S. No.	Category of IPOs (N=52)	Number of IPOs and Staffs		
		2003	2006	Change
1	Advanced Group (N=2)	1/2	1/4	+1/2
2	Disadvantaged Group (N=14)	4/20	9/20	+5/0
3	Marginalized Group (N=18)	-	4/5	+4/5
4	Highly Marginalized Group (N=11)	-	2/2	+2/5
5	Endangered Group (N=7)	-	-	-
Total:		5/22	16/31	+12/9



13.2 Available Trained Voluntary Professionals in the IPOs

One of the strong assets of IPOs could be stated being the larger number of voluntary workforce belonging to its different sister-organizations. As a part of organizational capacity building components, JEP and NFDIN has induced strong training component within its programme to train various human resources that are regarded necessary to operationalize the managerial functions of the IPOs. At the same time many of the formidable IPOs have also organized various capacity enhancement training to their members by outsourcing funds from different organizations. Besides the training organized by NEFIN/JEP, NFDIN and central committees of the respective IPOs, many field based IPOs (with Central Office outside KTM valley) as well as few district chapters belonging to some formidable IPOs have also informed that they have been participating in various training programmes at the local level.

Newa Deya Dabu alone has trained high number of leaders (N=300) and language instructors (N=150) within their sister-organizations. Similarly, Kirat Rai Yayokha has organized two events of project proposal writing training for 40 volunteers. The trained professionals presented on the table no. 25 shows the imbalances of trained manpower in certain disciplines like gender and ToT in majority of the IPOs.

Table No. 25: Availability of Trained Voluntary Professionals in the IPOs

S. No.	Subjects	Advanced Group (N=2)	Disadvantaged Group (N=14)	Margin alized Group (N=18)	HM Group (N=11)	Endan gered Group (N=7)	Total (N=52)
1	Leadership & NGO Management	329	44	32	33	31	469
2	Account Keeping + Inventory Mgt.	1	16	22	18	10	67
3	Computer Operation	-	5	30	18	10	63
4	Project Proposal Writing	2	60	25	28	9	124
5	Gender	-	-	5	5	7	17
6	PRA	-	-	3	24	-	27
7	Journalists	19	5	6	8	2	40
8	Training of Trainers (ToT)	-	-	-	5	-	5
9	Advocacy and Legal Literacy	202	4	6	13	7	232
10	Language Instructors	150	-	1	1	2	154

13.3 Physical Infrastructures Facilities available in the Central Offices of IPOs

Intra-organizational work environment is one of the basic components for any kind of organization for becoming functional. Basic infrastructure facilities along with tools and equipments are regarded one of the prime components of work-environment.

Out of the surveyed 52 IPOs, about 30% of the IPOs (N=15) have acquired land to construct central offices either in Kathmandu valley or in their respective districts. Nineteen or 17.31% of the IPOs have also their own buildings to carry out their day-to-day administrative and other functions. Another 28 IPOs have run their respective offices on rental basis. This makes more than 71.0% IPOs having certain infrastructure base to operationalize their respective day to day administrative functions.

Nepal Tamu Boudhya Sewa Samiti and Nepal Chhantyal Sangha are the two KTM based IPOs who have their own buildings. IPOs belonging to Tin Gaule, Marpha Thakali, Tangbe, Dhimal, Hayu, and Lapcha are the only few other communities who have their own central office buildings in different districts.

Kirat Yakthum Chumlung has located its central office in the newly constructed building of its Lalitpur branch office.

Majority of the IPOs (N=48 or 92.31%) have also acquired computer sets to carry out their respective administrative functions. The number of IPOs with easy access to communication equipments (telephone, fax, email) stands to 20, nine and 13 respectively. Availability of photocopying machine remains with only three IPOs.

Table No. 26: Availability of Physical Infrastructure and Facilities at the Central Office of the IPOs

Office	Available Physical Facilities	Advanced Group (N=2)	Disadvantaged Group (N=14)	Marginalized Group (N=18)	HM Group (N=11)	Endangered Group (N=7)	Total (N=52)	
							No.	%
Central Level Office	Land	-	7	4	2*	2	15	28.85
	Building	-	5	1	1*	2	9	17.31
	Office (on rental)	2	11	10	8	6	37	71.15
	Photocopy machine	1	1	1	-	-	3	5.77
	Telephone	2	9	8	-	1	20	38.46
	Fax	2	5	2	-	-	9	17.31
	TV	-	2	-	-	-	2	3.85
	Computer	2	13	18	10	5	48	92.31
	E-mail	2	5	4	2	-	13	25.0
	Ambulance	-	1	-	-	-	1	1.92

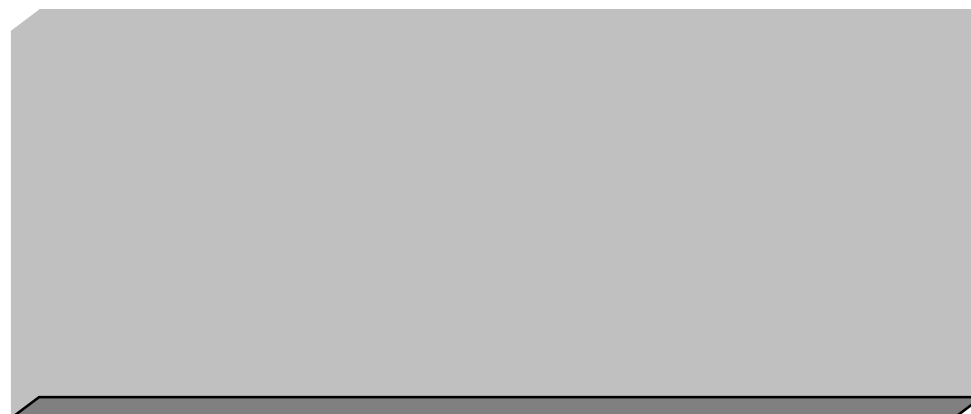


Table No. 27: Comparative Analysis of Major Physical Infrastructures and Facilities Available at the Central Offices of the IPOs (2003-2006)

S. No.	Availability of Physical Infrastructures & Facilities	2003	2006	Change
1	Land for Central Office	11	15	+4
2	Building of Central Office	5	9	+4
3	Computer available at Central Office	9	48	+39
4	Telephone available at Central Office	12	20	+8
5	Fax available at Central Office	NA	9	+9
6	E-mail available at Central Office	NA	13	+13

13.4 Physical Infrastructures/Facilities available in the Regional and District Branch Offices of the IPOs

Majority of the formidable IPOs belonging to category A, B and C do have different types of organizational settings and structures. Examples could be cited for Newa Deya Dabu which operates as a federal organization and has the largest sister organizations (N=147) covering through out the country and many of their respective sister organizations have their own organizational structures and hierarchical system. Similarly, Nepal Sherpa Sangha have also have 26 district branch offices along with six formidable sister organizations with having similar organizational structures.

The working district coverage for Nepal Magar Sangh stands to the largest in number with 65 districts which is closely followed by Nepal Tamang Ghedung with working districts coverage of 64 districts. IPOs belonging to Sunuwar, Tharu, Bhujel and Majhi also have large working districts coverage (N=>20 districts). Similarly, IPOs belonging to Thakali, Limbu, Rai, Chhantyal, Kumal and Danuwar have also working districts coverage within the range of 10 to 16 districts.

The available record shows that few district branch offices (N=67) belonging to few formidable IPOs under category A, B and C have their own land property where 55 of these branch offices also have their own building facilities. However, the available records on the physical assets reveal that IPOs belonging to Highly Marginalized Group and Endangered Group stand to zero level. The poor access to physical assets clearly suggests that majority of indigenous nationalities belonging to Endangered Group as well as some of the high-land communities belonging to HMG have coverage of very few working districts only.

Table No. 28: Availability of Physical Infrastructure and facilities at the Regional and District Offices

Office	Available Physical Facilities	Advanced Group (N=2)	Disadvantaged Group (N=14)	Marginalized Group (N=18)	HM Group (N=11)	Endangered Group (N=7)	Total
							No.
Regional and District Offices	Land	10	34	23	-	-	67
	Building	8	25	22	-	-	55
	Telephone	8	10	2	-	-	20
	Fax	-	2	-	-	-	2
	Computer	2	3	6	3	-	14
	E-mail	-	1	-	-	-	1
	Ambulance	1	-	-	-	-	1

13.5 Range of Fees Collected from General Membership

Membership, donation or personal contributions are the two prime sources of financial income for the majority of the IPOs. The range and kinds of membership along with their fees and numbers for

the surveyed IPOs varies considerably. Examples could be cited for Newa Deya Dabu which charges Rs. 500 for its member sister-organizations on organizational membership basis. Kirat Rai Yayokha and Kirat Yakthum Chumlung have devised different types of membership to generate internal funds. Ten IPOs belonging to different category do not have introduced such membership fees in their respective IPOs. Tharu Kalyankari Shabha collects only Rs. 2.00 from its general members. Seven other IPOs collect Rs. 5.00 from their general members in an annual basis.

Many IPOs belonging to the larger communities with large working district coverage have decentralized the membership distribution functions to their respective regional, district and VDC branches. Majority of the IPOs do also collect a 25 percent toll charges on the membership that are distributed from its respective regional and district offices to bear the day to day administrative costs of the central offices. The coverage of larger working areas as well as different layers of the organizational structures is also considered as one of hurdles by many of the IPOs in collecting the membership tolls and keeping updated records on their respective memberships.

Table No. 29: Ranges of General Membership Fees Collected by the IPOs

S. No.	Range of Membership fees	Advanced Group (N=2)	Disadvantaged Group (N=14)	Marginalized Group (N=18)	HM Group (N=11)	Endangered Group (N=7)	Total (N=52)
1	None	-	3	2	5	-	10
2	Rs. 2 -5	-	1	7	-	-	8
3	Rs. 10-25	-	2	6	3	5	16
4	Rs. 30-50	-	3	-	1	-	4
5	Rs. 60-100	1	3	-	-	-	4
6	Rs. 110-300	-	1	2	1	2	6
7	Rs. 500 and above	1*	1	1	1	-	4

* On Organizational basis

13.6 Major Financial Sources of the IPOs

Excluding few IPOs with having a functional linkages with many of the donor agencies, majority of the IPOs do not have a strong income generating sources on their own. Majority of the central committee offices of the IPOs do not have strong membership base as their respective regional and districts branches are responsible for the distribution of general membership. The personal donations collected during mass events and gathering along with personal contribution of the central executive committee members remains the prime source of income for majority of the IPOs to run both the offices and special occasional events.

Besides the aforementioned two strong resource bases, 13 IPOs primarily belonging to category A and B have also generated some financial resources through other components. Interest generated through creation of certain fix deposits in various banks under different headings with the donation money received from their respective clients and donors are also prime financial resources for these IPOs. Rental of building/hall for different cultural and religious purposes and publication of newsletter, magazines, literature and calendars are cited some other financial sources by five IPOs in each category.

Table No. 30: Major Financial Sources of the IPOs

S. No.	Major Financial Sources	Advanced Group (N=2)	Disadvantaged Group (N=14)	Marginalized Group (N=18)	HM Group (N=11)	Endangered Group (N=7)	Total (N=52)
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1	Membership	2*	14*	18*	11*	7*	52
2	Donations & Contribution	2	14	18	11	7	52
3	Bank Interest	2	9	1	1	-	13
4	Cultural Programme	-	-	1	-	-	1
5	Rental of Buildings/land	-	3	1	1	-	5
6	Sell of Newspapers	1	3	1	-	-	5
7	Ambulance Service	-	1	-	-	-	1

* Including membership fees collected from Central Executive Committee Members

Table No. 31: Comparative Analysis of Major Financial Sources of the IPOs (2003-2006)

S. No.	Major Financial Sources	No. of IPOs		
		2003	2006	Change
1	Membership Fees (All kinds of Memberships)	28	52	+24
2	Donations and Personal Contributions	21	52	+31
3	Bank interest from Trust Funds	NA	13	+13
3	Rental (building + vehicles + other equipments)	5	6	+1
4	Publication and sell of newsletter & calendars	7	5	(-2)
5	Grants from NFDIN	16	40	+24
Total:		77	168	+91



A comparative analysis on the availability of bank balance + cash reserve of 31 IPOs comes to NRs. 131, 31,000. The previous bank balance for the year 2003 was shown to NRs. 138, 53,494 for 28 IPOs. The tentative bank balances of the IPOs have almost decreased by NRs. 7, 20,000 within the period of three years.

Table No. 32: Present Financial Status of the IPOs

S. No.	Present Financial Status	Advanced Group (N=2)	Disadvantaged Group (N=14)	Marginalized Group (N=18)	HM Group (N=11)	Endangered Group (N=7)	Total (N=52)
1	None	-	3	7	7	4	21
2	< Rs. 10,000	-	-	3	2	2	7
3	Rs. 10,001-50,000	-	2	7	-	1	10
4	Rs. 50,001-100,000	-	1	-	-	-	1
5	Rs. 100,100-500,000	1	4	1	2	-	8
6	Rs. 500,100-1,000,000	-	1	-	-	-	1
7	> Rs. 1,000,100	1	3	-	-	-	4
Total:		2	14	18	11	7	52

13.8 Tentative Annual Expenditures or Programme Costs of the IPOs

To collect tentative ideas to estimate on the annual expenditures made by the IPOs, the concerned authorities were asked to provide a lump sum expenditure that has occurred in the last year to operationalize and organize both the IPOs and regular programmes. The operation cost of the IPOs primarily includes the rental cost, communication and postal services, salary of regular staff, other day to day administrative costs (stationary + meeting), external financial auditing, renewal of IPOs registration and annual meetings. A programme cost includes primarily the travel costs of the officials to attend various meetings and workshops along with regular little contribution to cultural and religious events.

Newa Deya Dabu with having to establish coordination with its 147 member sister-organizations and a nationwide working areas coverage have the largest annual expenditures exceeding one million Nepalese rupees per year. There are 15 IPOs with having an annual expenditure ranging between Rs. 100,100 to 500,000. Similarly, six IPOs have stated their respective annual expenditures within the range of Rs. 50,000 to 100,000/year. Another 17 IPOs have stated their annual expenditure ranging between Rs.10,000 - 50,000/year.

Nepal Chepang Sangh being one of the prominent IPOs with having strong linkages with many donor agencies has a larger expenditure on its development activities.

Table No. 33: Tentative Annual Operation Costs of the Central Offices of the IPOs

S. No.	Range of Annual Expenditures	Advanced Group (N=2)	Disadvantaged Group (N=14)	Marginalized Group (N=18)	HM Group (N=11)	Endangered Group (N=7)	Total (N=52)
1	Not Available	-	2	2	3	1	8
2	< Rs. 10,000	-	-	2	-	1	3
3	Rs. 10,001-50,000	-	2	7	4	4	17
4	Rs. 50,001-100,000	-	2	2	2	-	6
5	Rs. 100,100-500,000	1	7	5	2	1	16
6	Rs. 500,100-1,000,000	-	1	-	-	-	1
7	> Rs. 1,000,100	1	-	-	-	-	1

CHAPTER – V

14. MAJOR FINDINGS AND CONCLUSIONS

Organizational strengthening and institution development process within the studied IPOs have been primarily founded on the major organizational variables. Further to examine the management audit that has been practiced in the IPOs, appropriate and qualitative information were also sought from the IPOs by incorporating various questions related to basic managerial functions (planning, organizing, leading and controlling). This chapter primarily deals with the major findings and observation made by the consultant on the ID issues and management audit of the IPOs. Following are the major findings and observations made on the ID components of the IPOs.

- ⇒ Most of the IPOs have come into existence only after the reinstallation of democratic government in the country (1990). Thus the free environment created by the democracy has been one of the prime factors, which has enabled the IPs to get united and raise their voice to the concerned authorities.
- ⇒ Within the past two years time span, six more IPOs have come into existence making the NEFIN's member organization to 54 in numbers or 91.55%. IPOs belonging to Thudam, Surel, Dhanuk, Kuchbadhiya, Bara Gaun and Lhopa are the six new member organizations.
- ⇒ Recently Bankariya community has also formed and registered their organization. It has applied for affiliation with NEFIN.
- ⇒ Tamu Rastriya Parisid, federation of Tamu (Gurung) organization became the formal member of NEFIN by replacing Tamu Baudhya Sewa Samiti.
- ⇒ Altogether 31 IPOs (57.41%) are registered and located at Kathmandu metropolitan city. Besides, KTM valley the second high concentration of IPOs comes to Jhapa district with where five IPOs belonging to Kishan, Gangai, Tajpuriya, Meche and Rajbansi communities are located. The third place occupies by Kaski district with three IPOs belonging to Tangbe, Marpha Thakali and Tin Gaule Thakali.
- ⇒ The organizational structures of the IPOs are much influenced by various variables; i. e., population size and its distribution, existence of sister-organization, resource mobilization, leadership pattern, etc. The hierarchical order or vertical layers of the IPOs are also very much diverse in nature.
- ⇒ Some formidable IPOs with having large population have greater coverage of geographical areas. Nepal Magar Sangh and Nepal Tamang Ghedung have 65 and 64 district branch offices. Similarly, Nepal Sherpa Sangh (N=26), Bhujel Samaj Sewa Shamiti (N=23), Tharu Kalyankari Shabha (N=22), Sunuwar Sewa Samaj (N=22), and Nepal Majhi Utthan Sangh (N=21) could be placed under second category.
- ⇒ Newa Deya Dabu along with other two IPOs namely Thakali Sewa Samiti and Nepal Chhantyal Sangh operates in two different modalities, where Newa Deya Dabu does not have its one district branch offices as it operates through 147 sister-organizations who have various layers of branch offices through out the country. Thakali Sewa Samiti and Nepal Chhantyal Sangh have collectively formed 16 and 10 regional branch offices respectively by incorporating various districts.

- ⇒ IPOs belonging to Danuwar (N=13), Rai (N=15), Limbu (N=11), Kumal (N=14) and Chhantyal (N=10) could be placed under the third major formidable IPOs with the expansion of district branch offices covering from 10 to 15 districts.
- ⇒ Majority of the IPOs belonging to endangered groups (i. e., Surel, Kisan, Lapcha, Meche) have only one single district coverage and another three Hayu, Raji and Kuchbadhiya have coverage of two districts each. Besides these IPOs to more IPOs belonging to Gangai and Bote communities have also only one district coverage.
- ⇒ Similarly, majority of the IPOs belonging to Mountain region (i. e., Byasi Shauka, Bhote, Topkegola, Mugal, Larke, Walung, Siyar, Shingsa, Bara Gaun have also one district coverage.
- ⇒ In spite of the conflicting situation many of the IPOs have been able to expand their district units. The present district units for all studied IPOs (N=52) counts to 396 in number which was 362 in the year 2003. It indicates that within the time frame of last three years there was an increase of 34 district units of the IPOs.
- ⇒ At the same time the conflicting situation has also some adverse impact on the expansion of working areas of IPOs. The numbers of VDC units have considerably plunged to 1970 units from previous 3151 as a result of the conflicting situation. It has been observed that many formidable IPOs along with some IPOs belonging to marginalized groups were unable to keep proper track record of their respective VDC units. Similarly, few IPOs belonging to Sherpa, Rai, Yakhkha, Rajbans, and Majhi have considerably restructured and reduced their number of VDC units.
- ⇒ Majority of the formidable IPOs belonging Thakali, Gurung, Rai, Limbu, and Sherpa could be grouped under membership organizations as they have shown greater degree of ability to generate ample resources to run various activities through collection of membership fees.
- ⇒ Adverse impact of the conflicting situation is also observed on the part of distribution of membership of the IPOs. Many of the formidable IPOs were unable to maintain proper records of their general members as the responsibility for distribution of membership falls under the direct jurisdiction of their respective district and VDC units. However, the increased number of district units of many IPOs suggests that they have been also successful in increasing their membership in those districts.
- ⇒ Majority of the IPOs belonging to larger communities have invested hard to increase their organizational structures by initiating to open district and VDC branch offices at different places, but their efforts in increasing the number of general membership is not clearly seen as membership records are maintained by their respective VDC and district branches. However, the expansion of district and VDC branches indicated that general memberships of these organizations are on increasing trend.
- ⇒ The ratio of male and female membership in the IPOs comes diverse in nature. However, the composition of the male and female members in the executive committee reveals that the average representation of female members in executive committees counts to 17.28% (N=146) against their counterparts (82.73% or N=699). A few IPOs whose general conventions were organized recently have made radical changes in their respective executive bodies by including almost 40 - 50 percent female members.
- ⇒ The tentative figures provided by majority of the studied IPOs (N=29) reveals that there is an increase of nine percent female general members in their respective organizations in the past

three years. The past record (2003) on the female members was counted to 28.78% which has increased to 37.97% at present.

- ⇒ The number of female executive holding key or decision making position in their respective IPOs counts to only 26 in number that also stands to the similar range of their representation in the executive committee board (17.81%). The positions of Chairperson in all 52 IPOs have been occupied by male counterparts.
- ⇒ The available information on it also reveals that 10 of the studied IPOs have not started distributing any general membership to other members belonging to their respective communities.
- ⇒ The membership fees collected from the distribution varies to greater degrees as it is influenced by many other variables. Majority of the IPOs have levied very minimal membership fees. The membership fees stands to less than 100 rupees/annum for 32 IPOs (61.54%).
- ⇒ Personal contribution and donations along with certain membership fees remain the prime source of funds for all studied IPOs to run their offices and certain programmes.
- ⇒ Majority of the IPOs have initiated various activities on their own by collecting donations and personal contributions. Intra-organizational resource mobilization part could be observed as the prime source of resources to many IPOs. As a result of shortage in internal resources, most of the time the executive committee members are forced to bear all the day-to-day expenses on their own.
- ⇒ All the IPOs have adapted the traditional pattern to constitute their doctrine and programmes. Majority of the IPOs have not been able to construct their long-term strategic vision, mission, goal and objectives. Such tendency is attributed to leadership of the organizations who are generally not much educated. In absence of such strategic plan most of the time major events were carried out by taking immediate decisions by the executive committee members.
- ⇒ Majority of the leaders occupying key positions in their respective organizations are very much committed to address and achieve their collective organizational goal. Less exposure to the modern concept and tools that is required for leadership pattern and management function was observed as one of the shortcomings in majority of the IPOs.
- ⇒ A comparative analysis (2003 and 2006) on the part of available expertise indicates a healthy sign as the number of such expertise has increased considerably within the executive committees.
- ⇒ The available expertise within the leadership pattern of the studied IPOs (N=52) also indicates that there are inadequate expertise in the executive board to drive and manage the overall organizational strengthening components of the IPOs. The number of IPOs practicing fewer exercises on systematic managerial functions (Planning, Organizing, Directing and Controlling) could be cited as an example on the overall shortage of such expertise in the IPOs.
- ⇒ In the case of many IPOs the leadership pattern has not been changed much and one can observe that these IPOs are led by few dominant selected leaders. The foundation of these jobs being grounded on voluntary nature most of the time only the few selected leaders are overburdened to carry out their responsibilities.
- ⇒ Majority of the IPOs, representing minority indigenous groups with small population size and distant geographical locations have multiple leadership and managerial challenges and

limitations. In spite of their considerable size in the executive committee only few leaders could afford ample time and resources to organize and lead the day to day functions of their respective IPOs.

- ⇒ Majority of the IPOs are very much dependent on their respective executive members to carry out day to day administrative chores on volunteer basis as they are unable to hire any salaried staff. The study reveals that only 16 of the studied IPOs (N=52) have managed to run day to day administrative functions by hiring salaried staffs.
- ⇒ Though the numbers of available human resources in the studied 52 IPOs suggest that in recent years, it has increased considerably, there are still inadequate human resources to cover many of the organizational strengthening process within the larger section of the IPOs. The spatial distribution of the trained human resources also suggests that there is less proportional distribution of such human resources in all IPOs.
- ⇒ In spite of financial constraints, majority of the IPOs have initiated various activities to revive and improve various aspects related to socio-cultural parts. This has highly influenced and has induced positive attitude and behavioral change in their respective communities. Increase in self-respect, identity and collective feeling of "We" among the Janajatis could be observed as some valuable assets.
- ⇒ Majority of the IPOs have initiated very few activities that are primarily related to various socio-economical aspects. Few IPOs have initiated different income generation (N=15) and educational activities (N=13). Besides the JEP and NFDIN very few IPOs have succeeded to tap available external resources by developing functional linkages with other organizations (GOs, INGOs, NGO and local government bodies). The prevailing conflicting situation along with intra-organizational capacity has highly constrained them to develop such linkages.
- ⇒ The larger population size and working areas has remained one of the prime constraints to many IPOs to establish good communication and coordination with its larger cliental groups. Given to the size and present status of the intra-organizational structure (branch offices at regional, district, VDC and municipality) has over burdened many of the IPOs to establish relationship (coordination and communication) between the central, regional, district and VDC level offices.
- ⇒ Inadequate physical infrastructure and facilities still remain as one of the major limitations within the majority of the IPOs. Out of the studied 52 IPOs, only a small number of the IPOs (N=15 or about 29%) have some land for constructing their own central office buildings.
- ⇒ Nine out of the 15 IPOs who have possession of land assets have succeeded to construct certain infrastructures to establish their own offices. Only two centrally based IPOs at KTM (Tamu Boudha Sewa Samiti and Nepal Chhantyal Sangha) enjoy their own physical infrastructures.
- ⇒ The observation on physical infrastructures also reveals that altogether 37 of the studied IPOs or more than 71% (N=52) have established their own offices by renting few rooms on private houses.
- ⇒ Access to certain office and communication assets; i. e., computers and telephone lines has also increased within the studied IPOs. The available record shows that about 87% and 39% of the studied IPOs have access to these basic office and communication equipments.

- ⇒ The tentative information collected on the part of access and availability to physical facilities at the regional, district and VDC branch offices reveals that the availability of land, buildings and communication assets to 67, 55 and 20 branch offices respectively.
- ⇒ The information provided by the IPOs on the present status of their financial position presents very weak status. There are only few IPOs (N=4) belonging to category A and B who have whose financial position exceeds to one million Nepalese rupees. Majority of the IPOs (N=21 or 40.38%) informed that presently they do not have such financial assets.
- ⇒ The tentative expenses for running their respective offices and regular programmes exceeds to one million Nepalese rupees for only one IPO. For majority of the IPOs or about one-third of them (N=17 or 32.69), the annual expenses counts between the range of 10-50 thousand rupees. For another 15 IPOs (28.85%) the annual expenditures stands between 100-500 thousand rupees.
- ⇒ The available records on the past four years also indicate that in recent years many of the IPOs are able to organize their general assembly in line with their mandate or doctrine. Half of the studied IPOs (N=26) have selected new batch of leaders in the past four years to lead their respective IPOs to new dimensions.
- ⇒ Revival of the enabling linkage (renewal of the registration) is carried out by all studied 52 IPOs by initiating and producing external financial audit reports. Besides this majority of the IPOs (N=41 or 78.85%) have also informed that they have intra-financial auditing system within their respective organizations.
- ⇒ Altogether 31 IPOs among the studied one (N=52) have also developed their functional linkages by asserting the affiliation with Social Service Council.
- ⇒ Strategic and annual plans have been one of the strong managerial tools to steer the organizational course of actions. Performance of the majority IPOs in planning parts remain very weak. Among the 12 IPOs that have constructed their long-term strategic plans very few of them have made it comprehensive one and rest have made it on a loose ground
- ⇒ Similarly, in the case of formulation of annual plans, altogether 23 IPOs informed that they do organize their annual plans in a very tentative basis to provide the guidelines for further actions.
- ⇒ Majority of the IPOs also lacks the proper operation and financial guidelines to direct their course of actions accordingly. Only seven out of the studied 52 IPOs have introduced such operation and financial guidelines in their respective organizations.

CHAPTER – VI

15. RECOMMENDATIONS

Considering some of the basic ground realities that have been revealed by the present study, the recommendation part has been primarily constructed by grouping the IPOs into different sub-groups. The diverse nature and working areas of the IPOs not only possess different challenges but also provides ample opportunities for gradual organizational growth and prosperity.

- ⇒ The two IPOs belonging to Advanced Group along with some other formidable IPOs belonging to Disadvantaged group should come together and collectively develop some long-term strategy to strengthen the capacity of other IPOs in term of:
 - Formation of certain resource center and human resource pool to provide further guidelines and train necessary human resources those is much required and are in demand at the other IPOs.
 - Documentation of various experiences that has been collected in the past year and sharing them with other member organizations.
 - Develop certain voluntary pool of expertise (Trainers, Researchers) to facilitate and impart the managerial function within the weaker section of the IPO communities.
 - Initiate certain monitoring and follow-up mechanism within the resource pool to carry out regular monitoring activities.
 - Support to IPOs to initiate and develop managerial tools (strategic plan, annual plan, operational manuals, monitoring and evaluation tools, etc) at the IPOs level for their smooth functioning.
- ⇒ Majority of the formidable IPOs (large population size and geographical area coverage) have considerably expanded their presence covering more regions, districts and VDCs. Majority of the IPOs primarily being voluntary organizations needs to develop a strong membership base. These IPOs should invest considerable efforts and resources to groom more membership by introducing innovative approach and activities.
- ⇒ One of the prime assets to run voluntary organization requires a greater degree of commitment from its leaders. The study reveals that it is very strong phenomenon in majority of the IPOs. Exposure to key leadership and managerial tools and techniques (team management, conflict resolution, resource generation, strategic planning, etc.) will further enhance the organizational capacity of these IPOs.
- ⇒ IPOs belonging to majority of the IPOs belonging to category D and E along with less population size (category C) have inadequate people to bear the leadership responsibilities. These IPOs needs special programme package to build gradual leadership within the communities.
- ⇒ Few IPOs have recruited Office Assistants on part time voluntary basis to take care for day to day administrative functions. This could be replicated to many other IPOs by asserting the volume of work load and his/her contribution to their respective organizations.

- ⇒ Internal resource mobilization has been one of the strong components in majority of the IPOs. In recent years very few IPOs have established functional linkages with other organizations to tap external resources. Given under the changing environment, IPOs should be encouraged to tap such external resources by enhancing their intra-organizational capacities.
- ⇒ The human resource development part needs to be closely linked with practical experiences by initiating and promoting various programmes. NEFIN should promote such practical exercises by intrusting the available funds directly to the IPOs.
- ⇒ Regular monitoring, coaching and counseling tools should be developed to monitor the implementation part of those programmees that has been entrusted to the IPOs at local level.
- ⇒ In recent years majority of the IPOs have organized their general assembly to resolve many of the petty conflicts that were surfaced within the intra-organizational boundaries of the IPOs. During the course of study, it was observed that there are still few unsolved intra-organizational conflicts among few IPOs. NEFIN should device some appropriate tools and coordinate with the concerned IPOs to solve these problems. Certain level of conflict and crisis on leadership pattern has been observed on the IPOs belonging to Rajbansi, Santhal, Bote, Raji, Kuchbadiya and Kumal communities.
- ⇒ Representation of women on the IPOs' policy making body still remains weak. There is a greater need to induce gender sensitization activities within the NEFIN's policy and programmes in line with the inclusive development approach.
- ⇒ The District Coordination Committee of NEFIN being the prime central focal point to coordinate with many IPOs and their branch offices in the district also needs to be strengthened and activated. NEFIN should develop strong linkages with prime donor agencies and INGOs to initiate such activities at the regional and district level.
- ⇒ Inadequate and irregular communication between and among IPOs and NEFIN has been also regarded as one of the barrier to participate in some of the major events that were organized by NEFIN at different locations and time. A common understanding or appropriate means could be devised to overcome this barrier. IPOs should identify one reliable and centrally located key person at KTM to communicate all important messages and information related to both collective and individual matters that are concerned with the IPOs.
- ⇒ To raise the awareness on right based and inclusive development approach, NFDIN should encourage IPOs to organize various awareness raising activities at the regional, district and VDC levels.
- ⇒ Publication and distribution of media reports, journals, articles, and news letters needs to be geared up with effective and wider distribution.

NEPAL FEDERATION OF NATIONALITIES / JANAJATI EMPOWERMENT PROJECT

(Checklist for Mid-term Study on Institutional Strengthening and Management Audit of IPOs)

1. Name of the IPO:
2. Established on: Registered on:
3. Registered District:
4. Affiliated with SWC: Yes / No
5. Date of Membership of NEFEN:
6. Network Membership of Other Organizations. Yes / No
7. If yes. Please state the Name of Network Organization:
 - (a) Date:
 - (b) Date:
8. If there are District Branch Offices? In how many districts:
9. Out of them how many are established in last two years:
10. If there are unit offices at Municipality and VDC levels. How many:
11. The Number of General Membership (Tentative):
12. Number and/or Percentage of Women members:
13. Mode of Collecting Membership Fees:
 - (a) Membership Fees (entrance fees):
 - (b) Monthly / Annual Fees:
14. On top of the Membership fees what are other sources of Income? And what will be the average annual income from those sources?
 - (a) Donation/Charity: Rs.
 - (b) Cultural Shows: Rs.....
 - (c) Rental of House and Halls: Rs.....
 - (d) Sell of Newsletter/Magazines: Rs.
 - (e) Others (Please Specify) Rs.
15. Kinds of Membership Distributed by the Organization:
 - (a) Life membership: Total : Female:..... Male:.....
 - (b) Honorary membership: Total: Female:..... Male:.....
 - (c) Total: Female:..... Male:.....
 - (d) Total: Female:..... Male:.....
16. It there an Advisory Committee in the Organization? Yes / No
17. If yes. How many members are in the committee? Female:..... Male:.....
18. Number of Executive Committee Members? Female:..... Male:.....

19. Important Posts held by Female Executive members:
 - (a) Chairperson.
 - (b) Vice-Chairperson
 - (c) General Secretary.....
 - (d) Treasurer
 - (e) Others
20. Please Specify the Different Divisions/Sectors that has been created in the Organization:
 - (a)
 - (b)
 - (c)
 - (d)
 - (e)
21. Time Intervals for Organizing Executive Committee Meetings?
Weekly / Fortnightly / Monthly / Bimonthly / Three monthly / Quarterly / Half Yearly
22. Regularity of Meeting for the last two years? Yes / No
23. If there was not regularity in the meeting, what are the prime reasons?
.....
.....
24. General Assembly is held in years.
25. Is there such General Assembly held in last two years period? Yes / No
26. If it was held in last two years (Please notify the date):
27. Is the Doctrine amended in the General Assembly? Yes / No
28. If it was amended. What are the major amendments?
 - (a)
 - (b)
 - (c)
 - (d)
 - (e)
29. What are the prime objectives and major focal programmes of the Organization?
 - (a) Preservation and Promotion of Language, Script, Culture, History, Traditional Knowledge and Skills.
 - (b) Advocacy and Lobbying for Indigenous Nationalities Rights.
 - (c) Improvement of Education, Health and Economic Status of the Community.
 - (d) Protection and Promotion of Environment.
 - (e) To raise awareness.
30. Major Programmes initiated by the IPO's in last two years and supporting Organization:
 - (a)

- (b)
 - (c)
 - (d)
 - (e)
31. Books and Magazines published by the IPO on its own initiation:
- (a) Dictionary
 - (b) Grammar
 - (c) Ethno-History
 - (d) Culture & Traditions
 - (e) Story / Poem / Essay (on own language)
 - (f) Newsletter (Monthly / Fortnightly / Bimonthly /)
 - (g)
32. Preparation of long-term Strategic Plan. Yes / No
33. Staff and Financial procedures (bylaws). Yes / No
34. Annual Programme Planning. Yes / No
35. Internal Financial Auditing. Yes / No
36. External Annual Financial Auditing. Yes / No
37. Present financial status (Hard currency only): Rs.
38. Tentative Annual Budget for the Central Committee for the FY 2061/062
Rs.....
39. Achievement of the Organization on HRD part for the last two years:
- (a) Leadership and Management Training:Persons
 - (b) Account Keeping and Store Management:Person
 - (c) Computer Training:Person
 - (d) Project Proposal Writing:Person
 - (e) JournalismPerson
 - (f) Advocacy:Person
 - (g) Others :
40. Joint Programme organized with other IPOs in the last two years.
- (a)
 - (b)
 - (c)
 - (d)
 - (e)
 - (f)

41. Physical Facilities available at the Central Office:

S. No.	Physical Facilities	Available in the Past	Added in the last Two years	Total
1	Land			
2	Building (Rooms)			
3	Transport Vehicle			
4	Computer			
5	TV			
6	Photocopy Machine			
7	Telephone			
8	Fax			
9	E-mail			

42. Human Resources available at the Central Office:

S. No.	Subject Experts	Available in the Past	Added in the last Two years	Total
1	Planners (Proposal Writing)			
2	Linguistics			
3	Culture Experts			
4	Office Manager/Accountant			
5	Advocates & IP's Right Experts			
6	Journalists			
7				
8				

43. Physical Facilities available at the District Unit Offices:

S. No.	Physical Facilities	Available in the Past	Added in the last Two years	Total
1	Land			
2	Building (Rooms)			
3	Transport Vehicle			
4	Computer			
5	TV			
6	Photocopy Machine			
7	Telephone			
8	Fax			
9	E-mail			

44. Office Staffs available at the Central Office:

.....

45. Projects implemented in the last two years with support from different organizations.

- (a) Title of the Project:
 Supporting Organization: Total Budget:
- (b) Title of the Project:
 Supporting Organization: Total Budget:

(c) Title of the Project:

Supporting Organization: Total Budget:

(d) Title of the Project:

Supporting Organization: Total Budget:

(e) Title of the Project:

Supporting Organization: Total Budget:

46. Educational, Health and Income Generating activities initiated during the last two years by the IPO to its members and/or communities:

(a)

(b)

(c)

(d)

(e)

Date of Interaction:

Name List of the Studied IPOs and their Contact Addresses

S. No.	Ethnic Group	Organization Name	Head Office	Contact Person	Telephone
1	Bara Gaun	Bara Gaun Samaj Sewa Samiti	Jomsom, Mustang	Chamba Nhwang Gurung	069-440073
2	Baram	Gorkha Baram Sangh	Kaldhara, KTM	Prem Bdr. Baram	4259060
3	Bhote	Nepal Bhote Janajati Sewa Samiti	Martadi, Bajura	Gambir S. Gurung	-
4	Bhujel	Bhujel Samaj Sewa Samiti	New Plaza, KTM	Laxman Bhujel	4430752
5	Bote	Nepal Bote Samaj Sewa Samiti	Madi, Chitwan	Bharat Prasad Bote	056-529358
6	Chepang	Nepal Chepang (Praja) Sangh	Pulchowk, Lalitpur	Pahalman Chepang	5539141
7	Chhantyal	Nepal Chhantyal Sangh	Manmajju, KTM	Chitra Bdr. Chhantyal	4353513
8	Danuwr	Danuwar Jagaran Samiti	Janakpur, Dhanusha	Raj Dev Singh Danuwar	041-522650
9	Darai	Nepal Darai Utthan Samaj	Bharatpur, Chitwan	Mangalram Darai	056-520149
10	Dhanuk	Nepal Dhanuk Samaj	Maharajgunj, KTM	Rambali Mandal	9841-324256
11	Dhimal	Dhimal Jati Bikash Kendra	Urlabari, Morang	Ram Bdr. Dhimal	023-582943
12	Dolpo	Nepal Dolpo Janajati Bikesh Kendra	Boudha, KTM	Norbu Ghale	4467729
13	Dura	Dura Sewa Samaj	Basundhara, KTM	Kishor Dura	9841-297347
14	Gangai	Nepal Gangai Kalyan Parisad	Tagandubba, Jhapa	Surya Narayan Ganesh	
15	Gurung	Tamu Boudha Sewa Samiti	Anamnagar, KTM	Capt. Toran B. Gurung	4243688
16	Hayu	Wayu Gukhata Kolu Padakmi	Ramechhap	Dhan Bdr. Hayu	048-520327
17	HyoImo	Nepal Hyolmo Samaj Sewa Sangha	Boudha, KTM	Vinod Lama Hyolmo	98510-61693
18	Jhangad	Nepal Jhangad Kodrem Sudhara	Laukahi, Sunsari	Chhedilal Uraun	025-561084
19	Jirel	Jirel Sangha Nepal	Jiri, Dolakha	Nir Bdr. Jirel	98510-00646
20	Kisan	Kisan Samudaya Club	Magurmadi, Jhapa	Jogi Kisan	
21	Kuchbadhiya	Kuchbadhiya Utthan Sangha	Phultekra, Banke	Badri Kuchbadhiya	081-524639
22	Kumal	Nepal Kumal Samaj Sudhar Samiti	Anamnagar, KTM	Arjun Bdr. Kumal	9841-446999
23	Lapcha	Rong Sejung Thi	Phikkal, Ilam	Man Kumar Lapcha	027-540047
24	Larke	Larke Samaj Kalyan Kendra	Syambhu, KTM	Chhewang Gyamgo	98030-43811
25	Lhopa	Lochodhun Lopha Sangha	Lomanthang, Mustang	Nuochung Gurung Lopha	4495077
26	Limbu	Kirat Yakthung Chumlung	Nakhipot, Lalitpur	Arjun Limbu	5520349
27	Magar	Nepal Magar Sangh	Bagdol, Lalitpur	Capt. Yam B. Budhathoki	5551893
28	Majhi	Nepal Majhi Utthan Sangh	Maharajgunj, KTM	Dhan Bdr. Majhi	4442997
29	Marpha Thakali	Marpha Thakali Sewa Sadan	Chapapani, Pokhara	Badri Juharchan	

30	Meche	Meche Samaj Siviaryi Apat	Jorsimal, Jhapa	Chandan Meche	023-560917
31	Mugal	Mugal Jajajati Samaj Kalyan Kendra	Gamgadi, Mugu	Yajor Lama	4483713
32	Newar	Newa Deya Dabu	Bangemudha, KTM	Malla K. Sundar	4267605
33	Pahari	Nepal Pahari Vikash Sangh	Gabahal, Lalitpur	Gakul Pahari	9841-247081
34	Rai	Kirant Rai Yayokkha	Mahargunj, KTM	Kul Bdr. Rai	4373723
34	Raji	Raji Shalma Samaj	Tikapur, Kailali	Bhakta Bdr. Raji	091-560953
36	Rajbansi	Rajbansi Bhasa Prachar Samiti	Bhadrapur, Jhapa	Phul Singh Rajbansi	023-542306
37	Santhal	Nepal Santhal Adivasi Utthan Sangh	Surunga, Jhapa	Arjum Murmu	023-550010
38	Shauka	Byansi Shauka Samaj	Sanepa, Lalitpur	Gopal Singh Bohara	5524908
39	Sherpa	Nepal Sherpa Sangh	Boudha, KTM	Kripashur Sherpa	4488256
40	Shingsawa	Shingsa Kalyan Kendra	Thamel, KTM	Chhongduk	9803041399
41	Syar	Siyar Samaj Kalyan Kendra	Syambhu, KTM	Thai Lama	9803206987
42	Sunuwar	Sunuwar Sewa Samaj	Tilganga, KTM	Ltn. Man Bdr. Sunuwar	4477127
43	Surel	Surel Jati Utthan Sanstha	Dolakha	Binod Surel	9803040270
44	Tajpuria	Tajpuria Samaj Kalyan Parishad	Juropani, Jhapa	Kashilal Tajpuriya	023-582316
45	Tamang	Nepal Tamang Ghedung	Putlisadak, KTM	Mahendrajung Tamang	4243940
46	Tangbe	Tangbe Samaj Sewa Shangh	Mahendrapul, Kaski	Dilip Singh Tangbetani	061-526211
47	Thakali	Thakali Sewa Samiti	Rupendehi	Gopal N. Bhattachan	4381362
48	Thami	Nepal Thami Samaj	Koteshwor, KTM	Singh Bdr. Thami	2054074
49	Tharu	Tharu Kalyankarani Sabha	Koteshwork, KTM	Bhulai Chaudhari	6635447
50	Thudam	Thudam Sewa Samaj	Boudha, KTM	Kasang Dorje Sherpa	
51	Tingaule Thakali	Tingaule Thakali Sewa Samiti	Shyaldule, Pokhara	Nar Kumar Thakali	061-528271
52	Topkegola	Topkegola Samaj Sewa Samiti	Boudha, KTM	Dandu Sherpa	98510-14979
53	Walung	Walung Utthan Samaj	Ghattekulo, KTM	Lojak Lama	4771345
54	Yakkha	Kirat Yakkha Chhumma	Mahalaxmasthan, LP	Durga Mani Dewan	5551610

* *Branch Offices developed on Regional basis*

** *Operated through sister- organizations*

Status of Linkages with Horizontal and Vertical Organizational Structures

S. No.	Category	IPOs	History and Membership				Organizational Structure and Office set-up				Regular Meeting Held	General Assembly		Amendment	Add. New District (2 yrs).	Departments
			Estd.	Regd.	NEFIN	S WC	Centre	Region	District	VDC		Dur.	Held ##			
1	A*	Newar	2052	2057	2048	Yes	1(147)**	5	NA	NA	1	3	2062	Yes	26**	No
2		Thakali	2040	2049	2048	No	1	16***	NA	NA	3	3	2063	-	-	Yes
3	Disadvantaged	Jirel	2047	2061	2048	Yes	1	-	2	3	3	3	2062	Yes	-	Yes
4		Tin Gaunle	2048	2052	2061	No	1	-	-	3	1	3	2062	Yes	-	No
5		Marpha Thakali	2028	-	-	No	1	-	1	-	3	3	-	-	-	Yes
6		Tangbe	2044	2049	2057	No	1	-	3	2	2	3	2060	No	1	Yes
7		Limbu	2045	2047	2048	Yes	1	-	11	210	6	3	2063	-	-	Yes
8		Magar	-	2047	2048	Yes	1	-	65	NA	3	4	2060	Yes	3	Yes
9		Gurung	2046	2048	2048	Yes	1	-	5	-	2	2	2060	Yes	-	Yes
10		Yakhhka	2051	2053	2054	Yes	1	-	7	24	1	3	-	-	-	No
11		Sherpa	2047	2048	2048	Yes	1	-	26	185	4	4	2060	No	-	Yes
12		Rai	2045	2049	2048	Yes	1	-	15	245	15#	3	2060	Yes	-	Yes
13		Chhantyal	2043	2048	-	Yes	1	10***	-	42	6	5	2061	Yes	-	Yes
14		Hyoimo	2047	2055	2048	No	1	-	7	9	3	3	2062	No	1	Yes
15		Byansi Sauka	2056	2056	-	Yes	1	-	1	NA	-	3	-	-	-	NA
16		Bara Gaunle	2057	2062	2062	No	1	-	1	NA	2	2	2062	No	-	No
17	Marginalized	Sunuwar	2045	2048	2048	Yes	1	-	22	NA	1	3	-	-	-	Yes
18		Tharu	2005	2052	2048	Yes	1	-	22	NA	3	4	-	-	-	No
19		Tamang	2013	2047	2048	Yes	1	-	64	700	6	4	2059	No	-	Yes
20		Bhujel	2052	2052	2056	No	1	-	23	-	3	3	2062	No	8	No
21		Kumal	2050	2050	-	Yes	1	-	14	-	2	3	-	-	10	Yes
22		Rajbansi	2040	2050	-	No	1	-	2	23	1	-	2057	-	-	No
23		Gangai	2048	2049	2053	Yes	1	-	1	40	1	5	-	-	-	Yes
24		Dhimal	2009	2050	2048	Yes	1	-	3	92	2	5	-	-	-	Yes
25		Bhote	2057	2057	2057	Yes	1	-	1	-	1	2	-	-	-	No
26		Darai	2037	2056	2056	Yes	1	-	4	27	2	5	2061	Yes	-	Yes

27	Highly Marginalized	Tajpuriya	2051	2053	2057	No	1	-	2	28	1	3	2063	-	-	No
28		Pahari	2056	2056	2057	Yes	1	-	7	11	1	4	-	-	3	No
29		Topkegola	2055	2056	2057	Yes	1	-	-	74 HH	1	5	2060	No	-	Yes
30		Dolpo	-	2059	2059	Yes	1	-	5	-	1	4	-	-	3	No
31		Mugal	2058	2058	NA	No	1	-	1	-	-	4	-	-	-	No
32		Larke	2055	2055	2058	Yes	1	-	1	4	-	3	-	-	-	No
33		Dura	2050	2051	2051	Yes	1	-	5	-	1	4	-	-	1	No
34		Walung	2057	2057	2057	No	1	-	1	-	1	2	2060	No	-	No
35		Majhi	2051	2054	2052	No	1	-	21	18	3	3	2062	Yes	-	No
36		Siyar	2058	2058	2058	Yes	1	-	-	2	-	3	-	-	-	No
37		Shingsawa	2055	2055	2057	Yes	1	-	1	3	15#	4	2060	No	-	No
38		Dhanuk	2060	2061	2062	Yes	1	-	5	-	1	3	-	-	-	No
39		Chepang	2055	2055	2057	Yes	1	-	4	35	3	3	2063	-	-	Yes
40		Santhal	2051	2051	2061	Yes	1	-	2	-	1	5	-	-	-	No
41	Jhangad	2056	2051	2051	No	1	-	8	13	15#	5	2062	Yes	-	Yes	
42	Thami	2056	2056	2054	Yes	1	-	7	22	1	3	2062	No	-	No	
43	Bote	2056	2061	2057	No	1	-	1	-	1	3	-	-	-	No	
44	Danuwar	2032	2049	2053	Yes	1	-	13	-	4	4	2062	Yes	-	No	
45	Baram	2052	2061	2056	Yes	1	-	2	5	1	3	2061	Yes	-	No	
46	Endangered	Surel	2060	2060	2062	No	1	-	1	-	1	5	2062	No	-	No
47		Hayu	2057	2057	2059	No	1	-	2	-	1	2	-	-	-	No
48		Raji	2054	2057	2058	No	1	-	2	-	3	4	-	-	-	No
49		Kisan	2060	2060	2058	No	1	-	1	-	1	5	-	-	-	No
50		Lapcha	2045	2052	2053	No	1	-	1	16	1	-	-	-	-	Yes
51		Meche	-	2049	2048	No	1	-	1	6	1	3	-	-	-	Yes
52		Kuchbadiya	2062	2062	2062	No	1	-	2	-	15#	3	-	-	-	No

Legend

*	Advanced Group	**	Sister-Organizations as Member Organizations	***	Regional Offices
#	Days	##	General Assembly Held within last Five Years	NA	Record Not Available
HH	Households as Members				

Kinds of Membership, Leadership Pattern and Inclusion of Gender in IPOs

S. No.	Category	IPOs	Kinds of Membership					Adv. Board		Central Executive Committee			Available Expertise Human Resources in the Executive Committees						
			General**		Life	Patron	Hon or.	F	M	Female	Male	Total	A	B	C	D	E	F	Total#
			Total	F %															
1	A*	Newar	NA	NA	-	-	-	1	5	3	12	15	3	1	-	-	-	1	5
2		Thakali	1,000	50	-	-	-	9	24	1	24	25	5	1	7	-	6	3	22
3	Disadvantaged	Jirel	700	21	-	-	-	1	9	2	13	15	-	-	-	-	-	-	NA
4		Tin Gaunle	96	17	-	-	-	2	5	2	13	15	2	3	7	6	2	-	20
5		Marpha Thakali	80 HH	-	-	-	-	-	4	3	14	17	-	-	-	-	-	-	NA
6		Tangbe	1,200	52	161	-	-	-	-	1	10	11	2	1	1	3	-	-	7
7		Limbu	30,000	NA	978	188	5	-	3	3	18	21	2	2	-	2	2	2	10
8		Magar	100,000	30	200	-	-	1	5	2	23	25	-	-	-	1	-	-	1
9		Gurung	900	20	NA	-	-	1	11	12	39	51	10	2	1	2	6	1	22
10		Yakhska	NA	NA	-	-	-	-	-	2	14	16	2	2	2	1	1	1	9
11		Sherpa	10,000	15	-	-	-	2	15	7	26	33	5	1	5	-	-	3	14
12		Rai	62,000	30	5000	245	-	-	-	6	18	24	3	-	1	2	2	1	9
13		Chhantyal	12,000	50	60	-	1	1	10	3	14	17	-	6	17	-	-	-	23
14		Hyolmo	175	33	100	-	-	-	-	5	13	18	5	-	5	7	-	-	17
15		Byansi Sauka	33	NA	18	-	-	-	1	4	9	13	-	-	-	-	-	-	NA
16		Bara Gaunle	40	35	-	-	-	-	2	6	5	11	-	-	-	-	-	-	NA
17	Marginalized	Sunuwar	NA	NA	300	-	-	1	6	5	14	19	4	2	2	3	-	2	13
18		Tharu	NA	NA	100	-	-	-	2	1	27	28	14	2	28	28	3	6	81
19		Tamang	NA	NA	75	10	-	1	14	9	46	55	5	20	5	2	3	5	40
20		Bhujel	1,700	25	-	-	-	-	7	2	16	18	4	-	-	-	2	-	6
21		Kumal	5,000	30	-	-	-	-	5	2	9	11	3	2	1	4	3	1	14
22		Rajbansi	NA	NA	-	-	-	-	-	1	10	11	-	1	1	-	-	-	2
23		Gangai	38,000	10	15	-	-	-	7	1	10	11	4	3	8	8	2	-	25
24		Dhimal	8,000	40	35	-	-	-	11	2	19	21	5	7	5	2	6	2	27
25		Bhote	122	29	33	-	-	-	NA	2	11	13	-	-	-	-	-	-	-
26		Darai	165	12	-	-	-	-	5	2	9	11	9	4	11	4	-	-	29
27		Tajpuriya	5,000	10	-	-	-	-	-	1	20	21	3	7	5	1	7	-	23

28		Pahari	200	10	-	21	-	-	NA	3	12	15	1	-	-	1	-	-	2
29		Topkegola	74 HH	-	-	-	-	-	5	3	10	13	1	-	3	2	-	-	6
30		Dolpo	150	25	12	-	5	2	3	3	8	11	-	1	2	-	-	-	3
31		Mugal	NA	NA	-	-	-	-	-	2	6	8	-	-	-	-	-	-	-
32		Larke	9	33	-	-	-	-	2	3	6	9	-	9	9	-	-	-	18
33		Dura	NA	NA	36	-	-	-	6	1	10	11	2	-	-	-	-	1	3
34		Walung	58	55	11	-	-	1	4	3	8	11	1	-	1	1	-	-	3
35		Highly Marginalized	Majhi	NA	NA	-	-	-	-	4	13	17	2	1	8	4	2	-	17
36	Siyar		NA	NA	-	-	-	-	-	-	10	10	2	-	-	1	-	3	
37	Shingsawa		300	50	5	-	-	-	-	3	8	11	1	1	9	2	-	13	
38	Dhanuk		NA	NA	5	1	-	2	13	3	18	21	1	3	3	1	-	9	
39	Chepang		510	40	-	-	-	2	7	4	11	15	13	10	10	9	15	9	66
40	Santhal		NA	NA	-	-	-	-	-	2	13	15	1	-	-	-	-	-	1
41	Jhangad		NA	NA	-	-	-	-	3	-	13	13	1	1	1	1	-	-	4
42	Thami		25	20	-	-	-	1	6	3	12	15	-	14	1	4	-	-	19
43	Bote		1,700	NA	-	-	-	-	-	2	7	9	1	7	7	-	-	-	15
44	Danuwar		NA	NA	NA	-	-	-	-	3	18	21	6	-	6	5	-	7	24
45	Baram	NA	NA	-	-	-	-	2	2	7	9	2	-	-	-	-	-	2	
46	Endangered	Surel	179	51	-	-	-	-	5	4	9	-	-	-	-	-	-	-	
47		Hayu	91	50	-	-	-	-	2	2	5	7	3	1	7	2	-	-	13
48		Raji	719	50	5	-	-	-	5	-	7	7	1	1	7	2	7	-	18
49		Kisan	150	NA	-	-	-	1	4	2	9	11	2	2	2	2	-	1	9
50		Lapcha	250	15	-	-	-	-	3	1	10	11	2	-	1	5	2	-	10
51		Meche	700 HH	-	-	-	-	-	4	2	11	13	4	3	8	4	-	-	19
52		Kuchbadiya	60	33	-	-	-	1	-	-	7	7	-	7	7	2	7	-	23

* Advanced Group ** Only Tentative figure and Percentages NA Record Not Available
 HH Households as Members # Board Member with having Multiple Expertise
 A = Planner B = Linguistics C = Culture Expert
 D = Manager/Accountant E = Advocates F = Journalists

Management Tools and Prioritization of Pogrammes

S. No.	Category	IPOs	Available Management Tools					Prioritized Programmes				Implemented programmes within Last two years				Financial Support			
			A	B	C	D	E	1	2	3	4	a	b	c	d	JEP	NFDIN	Donors	IPOs
1	A*	Newar	√	-	√	√	√	1	4	2	3	√	√	√	-	√	√	-	-
2		Thakali	-	-	√	√	√	1	3	2	4	-	√	√	-	√	√	-	-
3	Disadvantaged	Jirel	-	-	√	√	√	1	3	2	4	-	√	√	-	-	√	-	-
4		Tin Gaunle	-	-	√	√	√	1	2	3	4	-	√	√	-	-	-	-	-
5		Marpha Thakali	-	-	√	√	√	1	2	3	4	√	√	√	-	-	-	-	-
6		Tangbe	-	-	√	√	√	1	2	3	4	√	√	√	√	-	-	-	-
7		Limbu	-	√	√	-	√	2	3	4	1	-	√	√	√	√	√	√	√
8		Magar	√	-	√	√	√	1	4	3	2	-	√	-	-	√	√	√	-
9		Gurung	√	√	√	√	√	1	2	3	4	√	√	√	√	√	√	-	-
10		Yakhhka	-	-	-	√	√	1	2	3	4	√	√	√	-	-	√	-	-
11		Sherpa	√	-	√	√	√	1	2	3	4	-	√	√	-	-	√	-	-
12		Rai	√	-	√	√	√	1	2	3	4	-	√	-	-	√	-	-	-
13		Chhantyal	-	-	-	√	√	2	3	1	4	-	√	-	√	√	-	-	-
14		Hyoimo	-	-	√	-	√	2	3	1	4	-	√	√	-	√	√	-	-
15		Byansi Sauka	-	-	-	-	-	1	2	3	4	-	√	√	√	-	-	-	-
16		Bara Gaunle	-	-	-	-	-	1	3	2	4	-	-	-	-	√	√	-	-
17		Marginalized	Sunuwar	-	-	-	√	√	1	3	2	4	√	√	√	-	√	-	-
18	Tharu		-	-	√	√	√	2	1	3	4	-	√	√	√	-	√	√	-
19	Tamang		√	-	-	√	√	1	2	3	4	√	√	-	-	-	-	√	-
20	Bhujel		√	-	√	√	√	3	2	1	4	-	-	√	-	-	-	-	-
21	Kumal		√	√	-	√	√	1	3	2	4	√	√	-	-	√	√	-	-
22	Rajbansi		√	√	√	√	√	1	2	3	4	√	√	-	-	-	√	-	-
23	Gangai		-	-	-	-	-	2	3	1	4	√	√	-	-	-	√	-	-
24	Dhimal		-	-	-	√	√	1	2	3	4	√	√	√	√	-	√	-	-
25	Bhote		-	-	√	√	√	1	3	2	4	-	√	-	√	-	√	√	-
26	Darai		-	-	-	-	-	2	1	3	4	-	√	√	-	√	√	√	-
27	Tajpuriya				√	√	√	3	1	2	4	√	√	-	-	-	√	-	-
28	Pahari					√	√	3	1	2	4	√	√	√	-	-	√	-	-

29	Highly Marginalized	Topkegola	-	-	√	√	√	1	2	3	4	√	√	-	-	-	√	-	-			
30		Dolpo	√	-	√	√	√	2	3	1	4	√	√	-	√	√	√	√	-	-		
31		Mugal	-	-	√	√	√	1	3	2	4	-	√	√	√	√	√	√	-	-		
32		Larke	-	-	-	√	√	3	1	2	4	√	√	-	-	-	√	√	-	-		
33		Dura	-	-	-	-	√	1	2	3	4	-	√	-	-	√	-	-	-	-		
34		Walung	-	-	-	√	√	1	2	3	4	-	√	√	√	√	√	√	√	-	-	
35		Majhi	-	-	-	√	√	3	1	2	4	√	√	-	-	-	√	√	√	-	-	
36		Siyar	-	-	-	√	√	1	3	2	4	√	√	-	-	√	√	√	√	√	-	
37		Shingsawa	-	-	-	√	√	1	3	2	4	√	√	-	-	√	√	√	√	-	-	
38		Dhanuk	√	-	-	-	√	3	1	2	4	√	√	√	-	√	√	√	√	-	-	
39		Chepang	-	√	√	√	√	1	2	4	3	-	√	√	√	√	-	-	-	-	-	
40		Santhal	-	-	-	-	√	3	1	2	4	-	-	-	-	-	√	√	√	√	-	
41		Jhangad	-	-	-	√	√	2	1	3	4	√	√	-	-	-	-	-	-	-	-	
42		Thami	-	-	-	-	-	1	2	3	4	√	√	-	√	√	√	√	√	-	-	
43		Bote	-	-	-	√	√	3	1	2	4	√	√	-	√	√	√	√	√	-	-	
44		Danuwar	-	-	-	√	√	3	2	1	4	√	√	√	√	√	√	√	√	-	-	
45	Baram	-	-	-	√	√	1	2	3	4	√	√	-	-	√	√	√	√	√	-		
46	Endangered	Surel	-	-	-	-	√	1	2	3	4	√	-	-	√	√	√	√	√	-	-	
47		Hayu	-	-	-	√	√	2	1	3	4	√	-	√	√	√	√	√	√	√	-	-
48		Raji	-	-	-	√	√	3	1	2	4	√	√	√	√	√	√	√	√	√	-	-
49		Kisan	-	√	-	√	√	2	1	3	4	-	√	-	√	-	√	√	√	√	-	-
50		Lapcha	-	-	-	√	√	2	1	3	4	√	√	√	√	√	√	√	√	√	-	-
51		Meche	-	-	-	-	√	3	1	2	4	√	√	√	-	-	√	√	√	√	-	-
52		Kuchbadiya	-	-	-	√	√	2	1	3	4	-	-	√	√	√	√	√	√	√	-	-

Legend

* Advanced Group

A = Long-term Strategic Plan

E = External Financial Audit

4 = Advocacy & Lobbying

d = Income Generation

B = Operational Manual

1 = Preservation & Promotion of Culture

a = Institution Building

C = Yearly Plan of Operation

2 = Socio-Economic Empowerment

b = Culture & Tradition

D = Internal Financial Audit

3 = Awareness Rising

c = Education & Health

Financial and Human Resource Mobilization Components of the IPOs

S. No.	Category	IPOs	Financial Sources					Annual Members' fee	Cash and Bank Balance (in'000)*	Tentative Annual Expense (in'000)	Paid Staff	Trained Members & Volunteers in the past Two Years						
			Fee	Donat	Cultur	Ren t#	Ne ws					A	B	C	D	E	F	G
1	A*	Newar	√**	√	-	√	-	600	300	1,050	4	300	-	-	-	19	200	150
2		Thakali	√	√	√	√	-	100	2,125	332	-	29	1	-	2	-	2	-
3	Disadvantaged	Jirel	√	√	-	-	-	40	35	231	-	4	2	-	-	-	-	-
4		Tin Gaunle	√	√	-	√	√	200	100	50	1	3	-	-	-	-	-	-
5		Marpha Thakali	√	√	-	√	-	100	200	70	1	-	-	-	1	-	-	-
6		Tangbe	√	√	-	√	-	-	125	100	1	-	-	-	5	-	-	-
7		Limbu	√	√	-	√	-	35	2,200	250	8	-	2	-	2	-	-	-
8		Magar	√	√	-	-	-	5	-	250	1	18	3	-	2	-	2	-
9		Gurung	√	√	√	√	√	100	1,000	250	3	4	2	-	2	-	-	13
10		Yakhska	√	√	-	-	-	50	150	-	-	5	2	1	2	-	-	-
11		Sherpa	√	√	-	√	-	20	1,200	450	3	4	-	-	-	-	-	-
12		Rai	√	√	-	√	√	10	4,000	800	3	5	2	2	4	4	-	-
13		Chhantyal	√	√	-	√	-	-	-	300	1	-	1	2	-	-	-	-
14		Hyoimo	√	√	-	-	-	100	50	186	-	1	2	-	2	1	-	-
15		Byansi Sauka	√	√	-	-	-	-	-	-	-	-	-	-	-	-	-	-
16		Bara Gaunle	√	√	-	√	-	500	250	40	-	-	-	-	-	-	-	-
17		Marginalized	Sunuwar	√	√	-	-	-	24	-	-	-	-	2	4	3	1	-
18	Tharu		√	√	-	√	-	12	500	100	1	6	-	2	2	2	-	-
19	Tamang		√	√	-	-	√	12	-	400	-	-	2	-	-	-	1	100
20	Bhujel		√	√	-	-	-	25	5	225	-	4	1	2	2	-	2	-
21	Kumal		√	√	-	-	-	10	40	50	-	3	2	2	2	1	-	-
22	Rajbansi		√	√	-	-	-	5	-	2	-	2	2	-	2	-	-	-
23	Gangai		√	√	-	√	-	5	2	2	-	5	2	2	2	1	-	-
24	Dhimal		√	√	-	-	-	5	25	125	-	5	2	2	2	-	1	-
25	Bhote		√	√	-	-	-	10	5	-	2	-	-	3	-	-	-	-
26	Darai		√	√	-	-	√	2	-	25	-	3	-	-	-	-	-	-
27	Tajpuriya		√	√	-	-	-	5	-	20	-	-	2	-	2	-	-	-

28		Pahari	√	√	-	-	-	5	40	35	1	3	2	2	2	1	1	-
29		Topkegola	√	√	-	-	-	1000	20	150	-	-	2	2	2	-	-	-
30		Dolpo	√	√	√	-	√	120	25	150	1	1	-	2	-	-	1	-
31		Mugal	√	√	-	-	-	-	-	40	-	-	-	2	-	-	-	-
32		Larke	√	√	-	-	-	-	-	20	-	-	-	1	-	-	-	-
33		Dura	√	√	-	-	-	5	50	30	-	-	2	2	2	-	-	-
34		Walung	√	√	-	-	-	250	15	60	-	-	1	2	2	-	-	-
35		Highly Marginalized	Majhi	√	√	-	-	-	20	-	100	-	4	2	2	2	2	-
36	Siyar		√	√	-	-	-	-	-	-	-	-	1	1	1	-	-	-
37	Shingsawa		√	√	-	-	-	-	-	165	-	-	2	1	4	-	-	-
38	Dhanuk		√	√	-	-	-	10	-	-	1	-	1	-	-	-	-	-
39	Chepang		√	√	-	√	-	-	500	-	22	20	4	8	16	4	12	-
40	Santhal		√	√	-	-	-	10	-	35	1##	-	-	-	-	-	-	-
41	Jhangad		√	√	-	-	-	-	-	50	-	-	4	2	1	-	-	-
42	Thami		√	√	-	-	-	1800	4	36	-	-	2	2	2	1	-	-
43	Bote		√	√	-	-	-	-	-	50	-	4	-	-	-	-	-	-
44	Danuwar		√	√	-	√	-	35	135	150	1##	3	-	-	-	-	-	2
45	Baram	√	√	-	-	-	300	2	75	-	2	2	2	2	1	1	-	
46	Endangered	Surel	√	√	-	-	-	24	18	-	-	-	-	-	-	-	-	-
47		Hayu	√	√	-	-	-	20	7	40	-	4	2	2	2	1	-	-
48		Raji	√	√	-	-	-	10	-	150	-	7	-	1	-	-	-	-
49		Kisan	√	√	√	-	-	120	-	15	-	3	2	3	2	1	-	-
50		Lapcha	√	√	-	-	-	121	3	10	-	3	4	2	3	-	-	-
51		Meche	√	√	-	-	-	20	-	30	-	7	2	2	2	-	7	2
52		Kuchbadiya	√	√	-	-	-	21	-	50	-	7	-	-	-	-	-	-

Legend

* Advanced Group ** Membership Fees from Sister Organizations # Various Rental (House + Ambulance) and Interest of the Bank

Voluntary Staff

A = Leadership and Management	B = Account and Inventory Keeping	C = Computer Operation	D = Project Proposal
E = Journalism	F = Advocacy & Legal Literacy	G = Language (Mother Tongue)	

Availability of Physical Facilities at the Central and Branch Offices of the IPOs

S. No.	Category	IPOs	Available Physical Infrastructures and Facilities at the Central Office										Available at the Regional & District Offices			
			Land	Building	Office	Vehicle	Computer	TV	Photo Copy	Tel	Fax	email	Land	Building	Computer	Tel
1	A*	Newar	-	-	√	-	2	-	-	1	√	√	-	-	-	-
2		Thakali	-	-	√	-	1	-	1	2	√	√	10	8	2	8
3	Disadvantaged	Jirel	-	-	√	-	1	-	-	-	-	-	-	-	-	-
4		Tin Gaunle	√	2	√	-	1	-	-	-	-	-	3	3	-	-
5		Marpha Thakali	√	2	√	-	1	1	-	1	√	-	1	-	-	-
6		Tangbe	√	1	√	-	2	-	-	1	-	-	2	2	-	-
7		Limbu	-	-	√	-	6	-	-	1	√	√	12#	8#	2	10
8		Magar	√	-	√	-	2	-	-	1	-	√	20	16	-	-
9		Gurung	√	1	√	1	2	1	-	1	-	√	-	-	-	-
10		Yakhska	-	-	√	-	1	-	-	1	√	-	-	-	-	-
11		Sherpa	-	-	√	-	2	-	1	1	√	√	2	1	1	1
12		Rai	√	-	√	-	2	-	-	1	√	√	7	3	2	2
13		Chhantyal	√	1	√	-	1	-	-	2	-	√	3	1	-	-
14		Hyolmo	-	-	√	-	1	-	-	1	-	-	-	-	-	-
15		Byansi Sauka	-	-	-	-	1	-	-	-	-	-	-	-	-	-
16		Bara Gaunle	-	-	-	-	-	-	-	-	-	-	-	-	-	-
17	Marginalized	Sunuwar	√	-	-	1	1	-	-	1	-	-	-	-	-	-
18		Tharu	-	-	√	-	1	-	-	1	-	-	14	14	-	-
19		Tamang	-	-	√	-	2	-	1	1	√	√	6	6	6	20
20		Bhujel	-	-	√	-	1	-	-	-	-	-	1	1	-	-
21		Kumal	-	-	√	-	1	-	-	1	√	√	1	-	-	-
22		Rajbansi	-	-	-	-	1	-	-	-	-	-	-	-	-	-
23		Gangai	-	-	-	-	1	-	-	-	-	-	-	-	-	-
24		Dhimal	√	2	√	-	1	-	-	1	-	-	-	-	-	-
25		Bhote	√	-	-	-	1	-	-	-	-	-	-	-	-	-
26		Darai	-	-	√	-	1	-	-	-	-	-	-	-	-	-
27		Tajpuriya	-	-	√	-	1	-	-	-	-	-	-	-	-	-

28		Pahari	-	-	-	-	1	-	-	-	-	-	-	-	-	-
29		Topkegola	-	-	√	-	1	-	-	1	-	√	-	-	-	-
30		Dolpo	-	-	-	-	1	-	-	1	-	√	-	-	-	-
31		Mugal	-	-	-	-	1	-	-	-	-	-	-	-	-	-
32		Larke	-	-	-	-	1	-	-	1	-	-	-	-	-	-
33		Dura	√	-	√	-	1	-	-	1	-	-	1	1	-	-
34		Walung	-	-	√	-	1	-	-	-	-	-	-	-	-	-
35		Highly Marginalized	Majhi	-	-	√	-	1	-	-	-	-	-	-	-	-
36	Siyar		-	-	-	-	1	-	-	1	-	-	-	-	-	-
37	Shingsawa		-	-	√	-	1	-	-	1	√	√	-	-	-	-
38	Dhanuk		-	-	-	-	-	-	-	-	-	-	-	-	-	-
39	Chepang		-	-	√	-	8	-	-	-	-	√	-	-	3	-
40	Santhal		-	-	√	-	1	-	-	-	-	-	-	-	-	-
41	Jhangad		√	-	√	-	1	-	-	-	-	√	-	-	-	-
42	Thami		-	-	-	-	2	-	-	-	-	-	-	-	-	-
43	Bote		-	-	-	-	1	-	-	-	-	-	-	-	-	-
44	Danuwar		√**	1	√	-	1	-	-	-	-	√	-	-	-	-
45	Baram	-	-	√	-	1	-	-	-	-	√	-	-	-	-	
46	Endangered	Surel	-	-	-	-	-	-	-	-	-	-	-	-	-	-
47		Hayu	-	1***	-	-	1	-	-	-	-	-	-	-	-	-
48		Raji	-	-	√	-	1	-	-	1	-	-	-	-	-	-
49		Kisan	-	-	√	-	1	-	-	-	-	-	-	-	-	-
50		Lapcha	√**	2	√	-	1	-	-	-	-	-	-	-	-	-
51		Meche	-	-	√	-	1	-	-	-	-	-	-	-	-	-
52		Kuchbadiya	-	-	√	-	-	-	-	-	-	-	-	-	-	-

Legend

- * Land Purchased at KTM ** Religious Land/Building *** Building constructed on Public Land
Availability of more than one plot of land and buildings