

CHAPTER - ONE

INTRODUCTION

1.1 Background

Rural Access Programme (RAP) Phase 1 was implemented from August 2001 to July 2008 with the grant assistance of Department for International Development UK. It was implemented in some western district like Doti, Dailekh, and Achham and eastern district like Khotange, Bhojpur, Sankhuwasabha and Terhathum. RAP phase 1 has completed 356.7 KM road for vehicle playable and socio economic development programme implemented to uplift the socio - economic status of Road Building Group members.

Government of Nepal and the Government of United Kingdom of Great Britain and Northern Ireland, acting through the Department for International Development (DFID) have entered into a Bilateral Agreement to implement the Phase -2 (RAP). The Bilateral Agreement was formalised by exchange of letter between GoN and HMGUK. The Agreement came into operation on 1 August 2008 and the period for disbursement of the Grant expires on 31 July 2011. UK's Department for International Development (DFID) with the completion of Rural Access Programme Phase 1 has continued its assistance to support rural poverty reduction endeavours of GoN through implementation of the proposed programme in seven hill district of Nepal. The goal of RAP Phase -2 is to promote "more secure and sustainable rural livelihood for the poor and disadvantage in hill areas in Nepal". The purpose of RAP Phase -2 is "to improve connectivity of rural communities, enhanced economic and employment opportunities, and increased access to goods market and social services for the rural poor and disadvantaged. The main objectives of Rural Access Programme are as follows:

-) To continue implement the transport plus' approach in rural road construction which are Social and Economic Development Programme and income Generating Activities;
-) To implement supplementary infrastructure- improvement of village trails construction of short span trail bridge, reconstruction and rehabilitation of small irrigation schemes, construction of market and community building and construction and rehabilitation of primary school, sub health post and water supply and sanitation schemes within the road corridor zone of influence; and
-) To establish road maintenance system in DDCs introducing routine recurrent and emergency maintenance programme in RAP Phase-1 district roads on co-financing.

a. Components of Rural Access Programme:

Rural Access Programme has three components as follows.

-) Improve physical access
 - i. Physical access improved by district road construction complemented by programme of district-wide trails and pedestrian bridges. The district roads aim to bring 70% of the population in RAP district to within a 4-hours walk of a road,

- ii. Construction carried out by labour-based methods. Local NGOs mobilised Road Building Group (RBGs) from the poorest and most excluded in surrounding communities and
 - iii. Regular maintenance established.
-) Local NGOs and private sector consultants implement a programme of livelihood support to the RBGs including-
- i. Saving and credit,
 - ii. Income Generation Activities,
 - iii. Coordination and Linkage to other programme and
 - iv. Support for initiatives prioritized by beneficiaries.
-) Integrated rural accessibility planning adopted to confirm the prioritisation of roads and the revision of District Transport Master plans.

b. Institutional Arrangements to Implement the Programme

The programme will be managed at the central level in Kathmandu by the management consultant. The DoLIDAR together with RAP management will enter into a Sub-agreement with District Development Committee (DDC) in each district in which RAP will operate. The institutional arrangement and primary function of each of the stakeholder is described below:

- i. The Ministry of Local Development (MoLD) is the agency of GoN responsible for rural development. It is also responsible for promoting the implementation of the local government decentralisation process, by facilitating and supporting the operation of DDCs and VDCs.
- ii. The Department for International Development (DFID) is the UK government agency responsible for managing and executing the overseas development programme of UK Government (GUK). The GUK has agreed to provide grant assistance through DFID to Government of Nepal for the implementation of RAP Phase-2 in seven Districts.
- iii. The Ministry of Finance is the agency of GoN responsible for the donor support development programme, and is the co-signatory to the Bilateral Agreement for the implementation of RAP Phase-2.
- iv. A Steering Committee under the chairmanship of the secretary, Ministry of Local Development has been established at national level to coordinate, facilitate and monitor the project performance and issues. It will meet at least every 4-month to review and decide on issues flagged up in the Trimester Progress Report. The steering Committee is represented by Joint Secretary, Planning and Foreign Aid Coordination Division, Director General DoLIDAR and Deputy Director General concerned division, of DoLIDAR and the programme coordinator Director General DoR. Representatives from Ministry of Finance, National Planning Commission Secretariat, DFID, Association of District Development Committee Nepal and RAP Programme Coordination will be member of the committee the programme coordinator is the member secretary of 11-member RAP Steering Committee.

- v. The Department of Local Infrastructure Development and Agriculture Roads (DoLIDAR) under the Ministry of Local Development is the GoN executing agency for RAP and is the regulatory body for technical aspect of district road development. DoLIDAR shall co-ordinate and monitor all programme activities in close consultation with the RAP TA consultants.
- vi. The Programme Co-ordinator is the DoLIDAR representative who will oversee programme activities and maintain coordination with other national agencies and DDCs. He will have clearly delegated decision-making authority on behalf of DoLIDAR.
- vii. The Technical Assistance Team is the centrally based team of RAP Consultants (WSP) in association with Helvetas and GEOCE) led by the Programme Manager responsible for overall management and administration through national and district level institutions.
- viii. The District Development Committee (DDC) is the executing authority responsible for coordinating and monitoring of all RAP activities undertaken in the district. The DDC will bear responsibilities for implementing supplementary infrastructures and road maintenance activities under the programme in the district. Ownership of the programme and its various activities rests with the DDC. Within the DDC the Local Development Officer undertakes the project executing functions for supplementary infrastructure and road maintenance.
- ix. The District Implementation Support Team (DIST) is the co-ordination, planning and monitoring body for all important project activities the implemented at the district level. It comprises the Local Development Officer, Chief District Engineer DTO, Programme Focal Office and RAP District TA Team Leader. RAP District Team Leader in consultation with LDO may invite the heads of other relevant district project partners in the meeting.
- x. The District Road Co-ordination Committee (DRCC) is formed by the DDC representing all road user of the district and is responsible for entire network of the rural and agriculture roads. It's roles and responsibilities will be as outlined in the "Approach for the Development of Agriculture and Rural Roads" of DoLIDAR. The DDC Chairperson will chair the DRCC.
- xi. The District Technical Office (DTO) is the technical arm of DoLIDAR in the district. DTO, under the administrative umbrella of DDC is responsible in planning, management and implementation of development project of the DDC. It also fulfils the planning and implementing role of DDC for the district road management and construction.
- xii. The Programme Focal Officer to be nominated from amongst the two officer (Engineer and Social Development Officer recruited by DDC and responsible for the implementation of supplementary infrastructure and road maintenance) by DDC/DTO to maintain coordination in RAP activities and responsible for planning coordination and managing the supplementary infrastructure and road maintenance components will work as a programme focal person for RAP in the district. The programme focal officer shall liaise with districts technical assistance team and perform works.
- xiii. The District Level Line Agencies are sectoral government organisations, which have a signification role for implementing sectoral programme and

- supporting other related programme at district level. The key district level line agencies are the District Education, Health, Agriculture, Water Supply and Sanitation, Cooperatives, Veterinary, Irrigation and Forest Offices.
- xiv. The District Technical Assistance Team is the district-based element of the Technical Assistance Team responsible for implementation of district road construction, support to DDC and DTO for implementation of supplementary infrastructures and road maintenance and funding arrangement to be borne through the donor's assistance. The Team comprises of Team Leader, Social and Economic Development Officer, Engineering Officer, Office Manager and Office Assistant. The District TA will be responsible to implement road construction and support DDC for implementation of supplementary infrastructure and road maintenance.
 - xv. The Village Development Committee (VDC) is the lowest level of government decentralisation. The VDC executes village road, trail and trail bridge construction and improvement and maintenance. VDCs will be encouraged to play a role in road maintenance, strengthening community participation in implementation of the programme.
 - xvi. The Local Road Co-ordination Committee (LRCC) is responsible for a road section within a VDC. The LRCC is constituted through a mass meeting following democratic process, facilitated by the programme Focal Officer and the VDC. Previously elected political representatives, women and other stakeholder will represent LRCC. LRCC will comprise of nine to eleven members including a chairperson, voice-chairperson, secretary and treasure in the committee. The LRCC will help coordinate construction activities, land dispute settlements to RAP DTA and DDC and create conducive work environment. The LRCC will have a key role in the formation of Road building Groups.
 - xvii. The Local Road User Committee (LRUC) is constituted within a VDC representing people from Road Building Groups. At least one member from each of the RBGs will represent LRUC, including a chairperson, voice-chairperson, secretary and treasure of the committee. With the support of the district TA team, the LRUC will have key role and wage payments. It will operate bank account to deposit RBG wages for the purpose of receiving wage payments from RAP District TA Office. The LRUC elects signatories to the sub-account to be operated from District Bank in order to draw cash payment on behalf of their respective group.
 - xviii. The Road Building Group (RBG) is formed with the assistance and support of Non Government Organization engaged by the programme, for the purpose of undertaking road construction activities in accordance with the RAP Approach. Preference shall be given to the poorest section of the community, women and socially excluded/disadvantage person within the immediate zone of influence of the road alignment. All RBG activities will be undertaken to the agreed standards on a task-work basic under the supervision and guidance of consultants and NGOs engaged by RAP. Each RBG will elect its own representative (Shahajkarta) from within the group with the help of a NGO programme coordination and social mobiliser.
 - xix. Non Governmental Organisation (NGOs) are the non-profit non-political and non-religious organisation engaged from within or outside of the district. They are responsible for implementation of social and economic

development programme and group mobilisation in construction. In addition, NGOs will also mobilise the Special Building Group to be engaged in construction. In addition NGOs will help identifying income-generating activities that support sustained livelihood of people during post project period and purpose exit strategies to RAP DTA toward the end of the programme.

- xx. Supervision Consultants are private organizations or individuals engaged through competitive bidding by RAP to provide technical services in accordance with specific Terms of Reference. The service varies, but can include survey and design, management and supervision of road construction and other specific technical studies as required. Consultants will be managed and supervised by the District TA team.

c. RAP Implementation Modality

i. RAP Road Construction Approach

The staged construction is adhered with the maximum involvement of local poorest of the poor people residing within 2 hours walking distance of the zone of influence from the proposed road corridor. The road is constructed in different phases-starting from tracks opening (1.5m) breath in the first year, 3.5 meter width at 2nd year and 4.5 meter width at 3rd year and bioengineering measures.

Road Building Groups (RBGs) representing members from amongst poorest of the poor and directly projected affected families are formed with the involvement of the representatives of local communities. Priority for membership of RBGs is given to household with the following criteria:

-) The poorest within the community (the bottom 20%);
-) The most excluded (dalits, minority groups);
-) Those with the high dependency ratio (children under 14, elderly person, sick and disable person, women-headed, etc.); and
-) Those most severely affected by the project (SPAFs) probably due to loss of land, or loss of access to land, or direct loss of livelihoods (eg. short pottering).

Each household meeting at least one of the above-mentioned criteria is eligible to represent in the RBG comprising 15-20 members. The RBG thus, formed is given responsibility for road construction in a road stretch allotted based on volume and complexity of work following the prescribed road construction approach.

Special Building Group (SBG) representing people skilled in construction work from hinterlands of road corridor zone of influence in the district and/or outside district comprising 15-20 members will be formed in limit numbers to mobilize for construction in section where RBGs do not seem capable enough to complete the works in the time with acceptable quality standards.

Construction works which are beyond the capacities of both RBGs and SBGs will be carried out mobilising small contractor to make ensure for timely completion of the project. However, mobilizing small contractor in RAP roads will remain minimal, as

the programme objective does not support contracting of major works. Small Scale Mechanisation- Drill machines for rock breaking and tractor tillers for transporting stones in hinder lands where access through the road alignment is not available will be used to expedite construction in areas of necessities.

ii. RAP District and Road Corridors

RAP Phase-2 district are in two clusters – west and east. In the west Doti, Achham and Dailekh district are included and Khotang, Bhojpur, Sankhuwasabha and Terhathum are the eastern cluster district in the east. Under the phase-2 programme, which is scheduled to implement for about a period of three years, the cutbacks of RAP Phase 1 District road construction are proposed for consultant following the RAP-1 road corridors approaches. Hence, some of the road corridors are with opened tracks leaving other with first stage survey works. However, assessments of physical status of each road corridor including reports and their relevancies are to be carried out before moving forward. Assessments and first stage survey works including verification and finalization of road alignment will be carried out by RAP internally.

SED activities mobilise RBGs for road construction and enable them to benefit from the opportunities arising from improved access. These work monitored, supervised and facilitated by the social and economic development office (SEDO) of the RAP TA team.

iii. Objective of NGO Mobilization

The primary objective of NGO mobilization is to enable poor and excluded people in community to benefit from short and long-term opportunities arising from road construction and improved access after the road construction. Specific objectives are:

-) To facilities selection and formation of Road Building Groups
-) To mobilise Road Building Group special Building groups in road construction.
-) To facilitate and coordinate with Supervision Consultant in mobilising different groups.
-) To organise different training related to work safely measures and raised awareness of RBGs in using of safely gears during construction
-) To support in the organization development of RBGs
-) To facilitate employment generation and utilisation of wage income.
-) To support in local capital accumulation through savaing and credit scheme.
-) To contribute in improved livelihoods through promotion of income generating activities
-) To facilitate smooth phase-out of RBGs through coordination and linkage with like minded institutions.

iv. RAP Social and Economic Development Programme

The social and economic development (SED) programme along the road corridor zone of influence focussing RBGs households is implementing simultaneously during the project period. The main activities of SED includes

saving and credit, skill development training and income generating programme which could support sustain and improve livelihood of people during post project period. All SED related activities including RBG formation and mobilization for road construction would carry out by non-government organization to be hired in different road corridors separately.

SED programme has three major components, such as:

) **Organisation Development of RBGs:**

o **Formation and revitalisation/reorganization of road building groups:**

- Local people are mobilised as RBG for road construction. Generally 20 members will form a group and it is mandatory to include 50% women. Disproportionate representation of disadvantage groups is also necessary to the possible extent. While most of the groups are formed in RAP 1, additional groups might be necessary in order to complete road construction during the project period or revitalization/reorganisation might be needed in case of non-functioning groups. In case local labour availability could not satisfy the engineering demand Special Building Groups (SBGs) comprising skilled people from elsewhere will have to be called and mobilised in construction to meet target within the project period.
- On group management, leadership development conflict management participatory group planning are to be given by NGO before start up of the construction works.

o **Involving RBGs for road construction**

- Training to Sahajkarat (group facilitator)
- On the job technical training to groups
- Organization first aid training and support with materials
- Child care support to working mothers

o **Encouraging saving and credit ethics amongst RBG members**

- Training to RBG members on importance of saving and credit programme.
- Encourage RBGs to save 10-20% of their earning
- Capacity building of RBG in saving and credit management and record keeping

) **Promotion of Income Generating Activities**

o **Opportunity identification for income generation and productive investment**

- Assess best practices and opportunities for income generation from agriculture, production, small livestock raising and management forest products.
- Assess needs for vocational training and marketable skill; identify gaps and opportunities for upgrading of traditional skill
- Assess existing marketing linkage/value chain of selected commodities and future potential.

- **Development of local resources person**

- Identify local resources person experience on one of the above mentioned opportunities and enable them to offer services (e.g experienced vegetable grower or livestock farmer) from the group/same community/zone of influence.
- Develop local Resource Person accessible to communities and RBGs in ZOI to start/improve income generation activities.
- Capacitate additional local resource person if required and establish a roster of resources person.

- **Local initiative support found**

- Established local initiative (demand-led) found accessible to group in ZOI for starting income generation activities;
- Support RBGs and interested SBGs to hire LRP service and initiate income generating activities.
- Established demonstration plots to promote learning by doing/seeing for RBGs and SBGs
- Support RBGs to acquire marketable skill on of-farm activities
- Support severely project Affected Families (SPAF) for income generation

) **Coordination and linkages**

- **Linking RBGs to local service and support systems**

- Enable RBGs to use opportunities for enhanced livelihoods from improve access after project end
- Identification of other local actors and their activities along the road corridor (CBOs, Cooperatives, CFUGs, Line agencies, I/NGOs);
- Facilitate linkage between RBGs and these actors;
- Motivate other actor on social inclusion to give RBGs a voice and decision making
- Support to develop linkage with DDC/VDC and other a resource organization to access funds and services

- **Execute phase out plan in accordance with interest and capacity of RBGs and available opportunities.**

- Inform RBGs with different options of institutionalization
- Prepare/update and execute phase out plan.
- Support RBGs to federate into an organization or develop as it is now (e.g cooperatives; only if clearly focused and if local leadership is emerging)
- Capacity building in preferred phase out option (training and logistic support training could be management training, book keeping training or business plan preparation training based on preferred option)
- Facilitate in obtaining legal identity, wherever applicable

b. Special Building Group focussed activities

-) Sensitise Special Building Group in saving and credit scheme
-) Provide skill and exposure for initiating income generation activities in their respective areas

To implement SED activities, NGOs having extensive experience of working with rural communities especially poor and excluded will be employed. NGO service is expected to start from January 2009 and will run until May 2011.

d. Induced and Indigenous Organizations

The Community Based Organization exist in Nepal community can be categories Induced and Indigenous community Based Organization. The organizational strategies of induced and indigenous community based organizations differ greatly within themselves in term their respective structures, functions and processes. Induced people based development programs, which are often exogenous in the community, are implemented through coordination among the various government and non-government agencies. Government, donors and NGOs often the implement programs, such as social welfare, education, agriculture and health through community based organization (Bhattaccan, 1997:112).

It is no doubt that, the indigenous or traditional social organization have their own strategies, mechanisms and approaches to learn, cope and manage natural resources which are available in their surrounding. These organizations are very much influenced by traditionally constituted norms, values, beliefs, perceptions, powers, religious felling, and cultural traditions.

Indigenous community based organizations/institutions are as old as the community themselves. Messerschmidt (1987:8) writes the idea of small group of users banding together as neighbourhood families, productive activities, common property management or public work development is a well established traditional in Nepal. Such organization had a very powerful presence among all ethnic groups prior to unification in 1768. Since then, traditional/ indigenous organization/ institutions have begun to gradually erode due to the process of Homogenization, Hinduization, Sanskritization, and Nepalilization by the high cast rulers. Such a process intensified since the fifties with additional process of westernisation and modernization (Bhattacham, 1997:117). Bhattacham has noted a variety of temporary or more or less permanent self-help groups as follows:

-) "Agriculture labor-based self help group such as *Kulobanaume* (irrigation channel maintenance groups), *mal bokne* (manure carries), *khetala* (paddy/millet field labours) ropahar (planters), parma (group labor exchange association).
-) Credit based self-help groups, such as *dhikur* (rotating credit association)
-) Socio-culture based self-help groups, such as *Guthi* (communal temple and land tenure association), *Rodhi* (community meeting) and *Bheja* (community association).
-) Religious self-help groups such as *kirtan- bhajan mandali* (hymn group).
-) Polticial self-help groups, such as *pancha bhaladimi* (five gentlemen) and *dharma panchayat* (local council).

The main features of indigenous organization/institution are as follows (Fernandez 1987: 42)/ (Bhattacham, 1997:117-119):

-) Indigenous organization/institutions are mostly culture specific, that is, each ethnic group has its distinctive social/cultural organization. For example,

Dhikur is originally associated with the Thalalies, Botes and Gurung of western Nepal.

Dharma Panchayat is Thakali's distinct indigenous social, political and legal organization that helped them to exercise local autonomy even during the autocratic Rana Regmi.

Guthi is a very popular indigenous religious and social organization of the Newars of the Kathmandu valley.

Rodi is an unique indigenous social organization of the Gurung of Western Nepal.

Bheja is an indigenous social political economic and legal organization of the Magars of Western Nepal.

Kipat is an unique social, political and economic organization of the Limbus, and other indigenous ethnic group of Eastern and Central Nepal.

-) All indigenous organizations/institutions are primarily community based but in some specific circumstances, other members are also allowed to participate if they abide with all the community rules, regulation, norms and values.
-) As indigenous organization/ associations are community-based the size of the organization ranges from small to large depending on the size of the community itself.
-) There are relatively permanent as well as seasonal or temporary indigenous organization/institutions.
-) Government laws partially recognize community's traditional rules and regulation but many indigenous organization/institutions have to official/legal identification. Ethnic organizations, such as *Tharu Kalyankari Sabha*, *Thakali Sewa Samiti* existed since the early fifties but both were registered with the government only a decade ago. By now twenty - three ethnic organizations have already been registered and remaining ethnic groups are in the process of the forming and registering their organizations.
-) In traditional as well as newly registered ethnic organization, no formal rules and regulation exist. Newly registered ethnic organizations are structurally less formal.
-) The membership in ethnic organization is by birth but in seasonal and temporary organization it often voluntary.
-) In all indigenous organization, including recently formed the ethnic organization, leadership is generally based on the seniority, though in some elections are held.
-) In all indigenous organization decision are made by mutual discussion and agreement.
-) Indigenous organizations are characterized by homogeneity in its composition in terms of ethnic groups.
-) Member's participation in all activities of most of the indigenous organization is often high.
-) In the indigenous organization there are no donors who support them, no fat salaried expatriate or Nepali expert's motivators and other managerial staff belonging to other ethnic groups who would help them.
-) Prior to the people's movement of 1990 all the ethnic organization, which were few in number, had to declare themselves as social, cultural and non-political to avoid political repression from the government. Even after the restoration of

the multiparty political system, the Constitution of the Kingdom of Nepal-1990 does not permit this organization to the function as, or transform into, political organization.

) Modern caste/ethnic organization have evolved as advocacy groups to expert pressure on Nepal Government for making social, culture, religious and economic policies for the advancement of various ethnic group at par with privileged high caste groups (Bhattacham, 1997:130)

In practice, development organizes hardly acknowledge indigenous CBOs in development process and have not incorporated them as a development platform. Indigenous CBOs could be a productive and effective for different development interventions.

e. Community Based Organization and Development

Community based development strategy is not really a new approach. The rural Nepalese people have a traditional of uses and management of irrigation, forestry, agriculture, health and co-operative properly based on community agreed norms for centuries. Community based development approach is very popular to hit the problem of poverty especially of the third world countries like Nepal.

'Social Organization' should be utilized as an available resource for development and should as far as possible be involved into development activities. But he also sees the possible need' to strengthen, change and develop these organizations" so that communities creative capacity for production, distribution and financing can be made competitive. There self-help organization are seen only considering what they can contribute to micro-level development and how they might be mobilized most efficiently to support any given development strategy, instead of being primarily recognized as a means of emancipation for the rural poor (Bongartz and Dahal, 1996:29).

Esman and Uphoof define local organization "as organization which act on behalf of and are accountable to their membership and which are involved in development activities. This distinguishes them from organs of the state and also from more purely social or cultural associations" (Esman and Uphoof 1984:18)/ (Bongartz and Dahal, 1996:36).

Many of the development efforts of the government in developing countries are using a 'top-down approach'. People are seen as recipients of the development fruits delivered from outside. In an effort to deliver the goods and services to the people there was expansion of bureaucracy, but after decades of development efforts the situation in these countries has not changed much (Pandey, 1999 and Shrestha, 1998). However, the started policy of each of the government is overall economic development of the rural areas through increase in agriculture production and productivity, creation of employment opportunities through institutional development at local level (Gautam, 2000:2).

f. People's participation in CBOs

The CBOs are envisaged to increase people's participation in the complete process of development. These activities require a participatory approach to development

wherein the user community is mobilized to actively participate in each and every stage of project development from project conceptualization, identification and development to sharing of benefit from the project. "Participation" is the key to the inclusion of human resources in development efforts. If, therefore, one could incorporate the human element in such project and persuade people to participate in them there would be a stronger chance that these projects would be successful. Participation seems the major indicator of a successful development strategy and as the central aspect of the self-help concept.

There are number of substantive arguments why people participation should be an essential ingredient in rural development projects. Some of the reason why government might gain some net benefit from promoting people's participation can be summarized as follows (Gautam, 2000:4-5)

-) Greater Effectiveness: More accurate and representative information about the needs and capabilities of local people; more reliable feedback on the impact of government interventions.
-) Increased Efficiency: Adaptation of interventions to meet local condition so that scarce resources can be employed more efficiently; utilization and maintenance of government facilities and service improved.
-) Cheaper Access: Lower cost of access to the public for irrigation development projects, agricultural extension services, income generation initiatives etc. through local organization and development.
-) Large Coverage: Extension of delivery service beyond the rural elite to bring more people within direct influence of development works.
-) Cost-Effectiveness of technical Expertise: Tapping local technical information that can other wise be costly to obtain or learn. Rural people have more technical expertise than is usually recognized.
-) Self-reliance: Mobilization of local resource to augment or even substitute for central government resources, so breaking the mentality of dependence and promoting self-awareness and confidence.
-) Sustainability/Sense of Ownership: Co-operation in new interventions is more likely to occur when local organization, which has the confidence of the rural people share responsibility for the innovation and continued operation and maintenance of the investment. (GN/UNDP/ILO)

1.2 Statement of the Problems

Our past development efforts show that several models and approach have been tried and experimented in our country in the field of rural development. The problem of rural poverty is still on of the most burning issues in Nepal. Bhattachan (1996) has started that as Nepal place in the World Bank's report has remained among the 12 poorest countries of the world, there is no doubt that poverty alleviation shall remain the center of all development debate and efforts in Nepal in the decades to come. Concepts such as self help group/organization, decentralization, poverty alleviation sustainability, target group / mass orientation , civil society and institutional development have become the buzzword among development, planners, policy make and practitioners since the eighties. In the nineties, many donors, development planners, policy make and practitioners have been aggressively advocating to make

self-help organization the unit of decentralization and rural development in order to alleviate poverty in a more effective way (Bhattachan, 1996:110)

In Nepal Decentralization Act 1982, adopted a user group approach in local development but in practice it turned out that community participation more and more a short term or temporary measure to get things done rather than as an end in itself that allows development on long term and self sustained basis (SAPROS 1992) Bhattachan.

Experience in Nepal shows that it takes a lot time and efforts to support group through pre- formation and post formation stage and bring then to a stage where they may become self sustaining. Group tend not to last long unless their member share a common economic interest and are open transparent and accountable in their actions. Often it is necessary to provide a range of specialist skills through training and to work on change entrenched negative attitudes (Hawakes, 2000).

In most of the project user group are formed on an ad hoc basic without the real participation of the farmers. These UG are hardly functioning during the implementation of the project and all most fail into function after the completion of the project. It is mostly due to the low emphasis given to the institutional development of UG and not acknowledged the gender role in it.

It is common that, in most of the community-based project, the user group are prejudiced that they are working for the project and hence are not fully dedicated to people. Because this attitude the project participant usually carry out all works. The projected are initiated on their own efforts; the responsibility of its operation also lies in them.

There is still big question make on being able to involve that segment of community and process of development though the platform of CBOs deserve is most. A special work group within the German ministry for economic cooperation working under the motto ' Fighting poverty though self-help concluded in a workshop with development specialist. Almost everywhere the same dilemma occurred: the actual target group the poorest of the poor could not be reached by the self help promotion instrument (Bongartz and Dahal 1996:39). Further more Krish concludes it seems that often only the letter of categories among the target armers population (example, the large farmers) are really able to benefit from inputs provided by the project (Kirsch et al 1980:82).

Further more it is observed that many CBOs were formed to fulfil various donors government and NGO aims and objectives. Thus number of CBO has seen collapsed and to track down after phase out of the project. A lot of duplication are repetition in work and activities are there and serious lacking in coordination in many cases has been observed among those project and line agencies. Further more in recent time, CBO have face many critiques regarding their sustainability. The following comments different sections of the society are generally being labelled on the civil society organization (CSOs) working in Nepal (swar, Neupane and Basnet 2002:2)

-) They are loosely formed.
-) They have limited area of work.

-) Majority of them is development on external resource and there is often questioned.
-) There is a feeling that the formation of CSO will help to mobilize easy resources, this is not always true. Resource are difficult to mobilize and very difficult to get. If we are not in a positive to spend our own money for the public cause it is also very difficult to get other money.
-) Civil service organization based on vested interest are found sustainable eg saving and credit groups.
-) Majority of CSO is elite based and not found to be transparent.
-) In many areas, there is duplication of work.

With that broad perspective, this study is conducted to find out the sustainable institutional development of RBGs. For the systematic study, the following issues observed by the present study are as follows:

-) Lacking of theoretical concept about sustainable institution development.
-) Lacking of self confidence to RBGs members about the sustainable institution development.
-) Risk to collapse of formed institution after phase-out of the project.

1.3 Objectives of the Study

General objective of the study is find out the sustainable institutional development approach of road building groups. The specific objectives are as follows:

- a. To analyse the implemented activities which contribute for sustainable institution development of RBGs .
- b. To find out the existing knowledge of RBGs members about sustainable institutional development approach.
- c. To recommend for sustainable institution development of RBGs members.

1.4 Rational of the Study

The finding of the study helpful for RBGs institutionalisation, planners policy makes, donors, local government, line agencies, I /NGO, other community based organization, students who want to write dissertate related about institution development of institution development and interested individual to examine the institution development approach. This study will be very pertinent to review the present institutional development situation of group and identity and proved a room for further improvement of institution development of group. Hoped that the study will also be useful for future research on similar field and provide benchmark information. The finding of the study will lead groups towards sustainable institutional development. This study also helps to know the theoretical knowledge for sustainable institution development of groups

1.5 Conceptual Frame Works of Sustainable Institution Development

When we made conceptual clear to perform any work that would be completed with high level of easiness so that in this study also highlight about conceptual framework of the study. The conceptual frame work of the sustainable institutional development of RBGs are given following table:

Table:1 Conceptual frame works of sustainable institution development

Sustainable Institution Development Approach	1. Self motivation to form group
	2. Human resource development eg.
	3. Organization development
) Group management and eldership dev. training
) Saving and credit training
) Group conflict management training
) Gender and development training
	4. Income Generating Training
) Vegetable farming training ,
) Ginger training,
) Akabare khursani training.
	5. Income Generation Activities (IGA)
) Identity the IGAs and prioritise with comparative advantage
) Implement the IGAs
) Cardamom production training
	6. Coordination and Linkage
) Coordination for sustainable institution development
) Coordination and linkage with GO, line agencies,(I) NGOs
	7. Institution Development
) Saving and credit group
) COB
) CIG
) Cooperative
	8. Selection of appropriate institution with participatory approach
	9. Prepare rule regulation of institution
	10. Regular conduct of IGAs,
	11. Production
	12. Market available to sell for production
13. Facility of transportation	
14. Management and communication	
) Effective communication	
) Monthly meeting.	
) Transparency	
) Democratic leadership	

1.6 Organizational of the Study

This dissertation contains five chapters as follows:

Chapter One: Introduction

This chapter deals with the background of the Rural Access Programme, Background of the Study, Statement of the problems, Objectives of the study, Conceptual frame works of the study, Significance of study.

Chapter Two: Review of Literature

This chapter contains the knowledge abstracted from different published and unpublished sources reviewed.

Chapter Three: Research Methodology

This chapter deals with research design, rationale of site selection, methods and tools of data generation, universe and sample size, and the proposed methods for analyzing the data and presenting the findings.

Chapter Four: General Introduction of the Study area.

Chapter five: Data Collection Presentation and Analysis

This chapter deals with data collection, presentation and analysis. of the data. Also,

Chapter Six: Summary, Conclusion and Recommendation

CHAPTER - TWO

LITERATURE REVIEW

This chapter mainly focuses main research finding of studies done by different scholars in the past in the field of institutional development. A number of literature both from Nepal and abroad were reviewed, analyzed and quoted and relation to the context of the present study.

2.1 The Term "Institution/Organization"

The word 'Institution' and 'Organization' are found to be used in development literature interchangeably. Some thoughts on it are given below.

An institution is the rules actually used (rules – in – use or working rules) by a set of individuals to organize repetitive activities that produce outcome affecting those individuals and potentially affecting other (Ostrum, 1990).

Institution is also defined as complex of norms and behaviours that persist overtime by serving collectively valued purpose. Meaning that an institution is a combination of roles, rules, procedures, a practice, and a system of relation (UPHOFF, 1986:9).

Some uses the concept to refer to the capacity of local people to organize themselves by creating small scale associations that meet their needs and enhance opportunities for interaction (Medley, James 1995:106).

It can be said that people get organized to perform certain activities that will result benefits for all involved. Because it is generally accepted that participation is contingent up benefit. Usually people get organized to achieve benefit, which they cannot achieve by acting on their own. This entails sharing of benefits either among the participant or more widely in the community. When there has to be combined efforts or skill of a number of people there is a need for an institution (Curtis, 1991).

Another important aspect of the definition is on the legitimacy because in order to enforce the rules, the institution needs some sort of authority to implement its charter. Authority not in a legal sense but some sort of acceptability from its member is required and which becomes a practice among its members (Curtis, 1991). The rules may or may not be written form. In many of the informal institutions the rules are not in written form but it is practiced for a long period of time. This short of practice is effective in regulating the behaviour of the member of the institution and serves as a rule in their day-to-day interaction. Since, it has been practiced for a long period of time; it becomes a part of the culture of that community.

The institution is being developed with certain objectives. It has own limitations and surrounding which can be guided for its existence. The institution is a micro level approach for development, which has particular targeted areas for works. Institutional building is definitely a micro level approach to development being used to meet critical needs for raising productivity through organization of various kinds (Up hoof, 1971:47).

Unite is the power to perform a complicated job very easily. The development of institution is another facet of unite in legal form, in which the target people get together and they prepared their plans, programs and police with considering their mutual understanding and co-operation (Sharma, 1980:53).

Institution plays an important role in mobilization and use of internal resource according to the need and capacity of its member. Future, institutions are important in increasing the absorptive capacity of its members, which is required to use additional resource made available for improvement.

Therefore, development of an institution is very important. The characteristic of healthy institution is that have the clear and common vision, mission, purpose and clearly defined objectives and which endeavours to ensure effective system and technology, workable organization structure, effective management and communication process and capable, empathetic and effective manner.

The organization may be informal and may be very formal with scheduled meeting, elected functionaries, written rules, accounts, list of members, and member attendance at work. The amount of organization required and the formality of the organization is, to a large degree, a function of how much labor must be mobilize to utilize resources (Martin and Yoder, 1983).

2.2 Institutional Development of Nepal

The concept of institutional development has been joggling in development arena for many years. In Nepal, some development project used grass root institutional development as a strategy to reach poor and NGOs were used as intermediary instead of government line agencies.

Formally, the process of institutional development has started in 1986 in Dhading district with the start of Small Farmer Development Project (ADB/N) in various VDCs. Group credit approach was followed with some emphasis on group saving and Group Organizer acted as a catalyst in the group formation process (Thapa 19198:19-20).

The government's commitment to let the CBOs institutionalized is reflected in implementation of different activities within the grass root level. For example, training and study tour programmes for CBOs member, frequent workshop and seminar for idea sharing and transforming the knowledge and skill have become essential parts of institutionals development process of CBOs. Now the formation of national level federation of Community Forestry Users, Nepal has opened has up the common forum for the CFUGs throughout the country, which is all of them, could share the ideas and information they possess (Chemjong, 1996).

The emergence or development of local institution in the past has been impeded due to the central authority's unwillingness to delegate control over resource and sharing of power to the local level. The role of the local people are playing and could play in the development was not recognized. The main reason behind is that planning and implementation of activities were considered to be mainly technical and that local people do not have any knowledge in this respect. The programs designed were far away for reality and lacked flexibility to adapt to the local situation. Another reason is

that the development programs were planned to serve the political and economic objective of the government. Participation was sought to fulfil government objectives. As a result many of the development project in the past failed in their outcome. This has been a matter of discussion and concern among development practitioners.

Current thinking on 'Development ' in the developing countries has emphasized a lessening role of the government and the creation or Development of 'intermediaries ' between people and the government. The term of intermediaries refers to institutions created by the people at the local level, which, in some cases have been transformed into local non-governmental organization but not the NGOs from outside with a program to the local people. The process of transformation will be affected or influenced by economic, social, and political change occurring at national and local levels. However, the importance of these institutions lies on their efficiency in addressing the problems for which they came into existence. Tang and Ostrom (1993) have observed that the existence of local institutions and their use for generation and mobilization of local resource were overlooked in the past.

Now the situation has been changing. Many developing organization including Nepal Government are promoting fundamental process of capacity building at the grass root level as a strategy of poverty alleviation. A good example in many programs running by German Government Technical Support, UNDP, Danida and many others in Nepal. Department of Women Development is working to implement its activities through capable developed and sustainable organization. Experience has shown that institutional development is necessary and worthwhile for sustainable management of natural resources. As an example, the increasing number of community forestry user groups day by day.

These programs have used the CBOs in activities for social mobilization processes using external catalysts and local motivators. Because of this strategy the capital build up, technology adoption, infrastructure building, participatory institutional building; resource mobilization and human development have improved considerably. Group of small farmer, women and land less have been organized and start saving and credit activities for generating income.

2.3 Community Based Organization: Some Insights

Some of the indicators of institutionally viable CBOs are ; an organization structure with a strong membership base and decision making process that ensures participation of that base ; strong, committed leadership at all levels ; rules and regulation accepted by the general membership and poverty implemented; recoding system for meeting, decisions and other transactions ; financial budgeting; recording control and reporting; equity in benefit sharing ; proper channel of information flow and management of conflicts raised (Bagadion, 1994).

According to Department of Women Development (2056), the basic elements required within organization for development can be described by 7s;

-) Style of leadership
-) Super ordinate goal
-) Strategy

-) Structure
-) System
-) Staff/members
-) Skill

In the other hand, following pattern can be seen in community based organization adopted by various governmental and non-governmental agencies (Bhattaachaam, 1997:112-114):

-) Magnitude SAPPROS (1992) study, based on the case study of Lamjung District estimated that "there are 8.3 users group per VDC".
-) Size: The size of the group formed mainly in rural areas by various community based organization range from five to a few hundred families/ households, depending on the nature of the programs implemented.
-) Composition: Composition of groups in term of caste/ethnicity, gender, classes and location or residence is important factors to start people based programs successfully. Many people based development program promoters including Nepal Government, NGOs and donors; pay more attention to factors such as class, location of residence and gender. Exclusive women's group have been found to be functioning well and responsibly but their numbers in most of the programs are very few.
-) Purpose: Groups are formed to fulfil single and multiple purposes. Irrigation, community forestry groups are formed with single purpose, but credit and community development programs are often run with multiple purpose.
-) Advantage or Disadvantage Groups: Often community-based programs are targeted to disadvantage group who live in the program areas. The term advantage groups means different thing to different actors. In theory, the term means social groups, such as women. Dalits and indigenous peoples and economic groups, such as land less and low income people.
-) Beneficiary and Non beneficiary Groups: Promoters of people based development program often define beneficiary groups as those who are enrolled in their programs.
-) Organization: Induced people based organization originating in Kathmandu are both office and field - base whereas indigenous/ traditional organizations are "community based" only. For example, small Farmer's Cooperative Limited (SFCL) have locally field base office, whereas, Nirdhan have Kathmandu- based central office along with the field – based office.

According to the Bhattacen, the most important process involved in induced self-help organization is self-reliance, sustainability, mass orientation or scaling up, and empowerment (Bhattachan 1997; 115);

-) Self-reliance: Galtung point out that it is only through self-reliance that many positive thing can be made to materialize; production for basic needs get priorities over other ; mass participation can be ensured; local factors can be better utilized; creativity can be stimulated; local conditions more compatible; diversity of development can be promoted; less alienation can be possible ; solidarity with other at the same level gets a solid basis; ability to resist dependency increase; and development can be corrected.
-) Sustainability: The issue of sustainability is central in all donors' supported people/community based programs. The notion of sustainability varies widely among different actors. Sustainability may be defined as an ability of induced

people/community based organization to continue to work effectively even after external supports are pulled out./

-) Mass orientation and scaling up: Mass poverty in a diverse society, culture, language, religion, ecology, and economy demands multiple but shortcut approaches to alleviate poverty and to bring unity and diversity. Therefore, mass orientation or scaling-up has been one of the main challenge facing sponsors of induced people/community based organization.
-) Empowerment: Empowerment of women, land less and marginalized people and oppressed and depressed caste group has always been another core objective of all community based programs. The promoters of community-based organization often implement programs with pious objective of involving the local/community in planning, decision making, implementation, and evaluation of their programs by themselves.

It is not expected that any CBO will be effective and development at once it is formed. In begging CBOs seems weak and not effective in general. CBOs strength and develop gradually by serious of efforts identifying their weakness and constraints and trying to improved on it. It can say that development of CBOs is depends upon leaders and its members and they take responsibilities, duties and their efforts. According to Department of women Development, the stages of institutional development can be categorized into four stages (Basic Training Manual, 2001:104):

-) Initial Stage
-) Developing Stage
-) Developed Stage
-) Self-reliant Stage

Analysis of Some Common Activities in Different Stage of Institutional Development Process are given following table:

Table 2: Stage of Institutional Development Process

S No.	Activities	Stages of Institution Development			
		Initial Stage	Developing Stage	Developed Stage	Self-reliant Stage
01	Vision mission goal and objective of CBO	Discussion initialled to formulate	Finalized vision, mission, goal and objective	Implementation started and discussion started for revision	Implementation completed and revised as necessary.
02	Rules and Regulation	Observed necessity of rules and regulation to run CBO	Started to development rules and regulation	Implementation started and discussion rules and regulation	Necessary revision made in rules and regulation according to situation
03	Programme and budget	Required to develop annual programme and budget	Started to develop annual programme and budget	Implemented program according to annual plan having approval from general assembly	Program implemented developing annual plan on the basis of long term plan

04	Working committee	Required to have meeting of working committee regularly	Regular meeting held with presence of at least 75% members	Decision made in working committee having discussion in participatory why	Sent agenda to every members before having meeting every members participation in discussion and made decisions according to discussion
05	Minute management (meeting letter ,work plan etc	Required to started minutes management	Started managing minutes	Managed minute system	Well managed minute transparent and for long term
06	Account system	Required to have systematic account system	Started to establish systematic account system	Kept transparent account on the basis of double account system	Managed account system transparent and for long term
07	Decision making process	Observed necessary of collective and qualitative decision	Started to make collective and qualitative decision	Made qualitative decision collectively	Made qualitative decision collectively and regularly
08	leadership	Required to develop leadership capacity of members	Started to develop leadership capacity of member	Developed leadership capacity of member and started leadership hand over process	Fully developed leadership capacity and leadership hand over process
09	Communication	Required a systematic communication system	Started two way communication system with systematic manner	practiced two way communication with systematic manner	Continuously practiced two way communication with systematic and regular manner
10	Resources mobilization	Limited utilization (only one)	Started to mobilized various resources for benefit of people	Mobilization various resources for the benefit of people	Members benefit by the mobilization of various resources

Source: Basic training Manual (Department of Women Development, 2001)

According to Up hoff (1986) decision making, resources mobilization and management communication and conflict management are the basic factors for the institutional development process of local institutions.

- Decision-Making: This applies to utilization and distribution of available resources or to the organization which deals with these activities. Planning is one major form of decision-making.

- Resource Mobilization and Management: This involves the marshalling as well as application of funds, manpower, materials, information or any other inputs needed for the above activities, or for any general organizational tasks.
- Communication: This concerns the needs and problems in any of the activities areas noted above, conveying information about decision made about resources mobilization about conflict to be resolved etc. to people or any other person involved. One purpose of communication may be co-ordination.
- Conflict Management: This must deal with differences of interest that arise from activities or from organization generally.

Individuals make decision and they mobilize and manage resources, but there are limits on what can be accomplished with out collective action. By their very nature communication and conflict management require involvement of more than one person. In CBOs, the activities of decision-making resource mobilization management communication and conflict resolution encompass the main focuses of common effort among user.

2.4 Sustainability of Community Based Organization

According to Gautam (2000) sustainability is the main issues of the community-based organizations. It may be define as ability to induced community based organization to work continue and effectively even after external support pulled out from other external support. The following are main component for the sustainability of community-based organization.

-) Formation of organization
-) Formations of committee
-) Cast/Ethnicity composition and participation of women in committee
-) Membership arrangement of organization
-) Rules and regulation of organization
-) Type of meeting conducted by organization
-) Organization and their activities/functions
-) Decision making process
-) Record keeping and management
-) Equity and distribution system
-) Leadership development and patterns
-) Resource mobilization and management
-) Dispute and conflict resolutions
-) Communication process
-) Networking and coordination
-) Vision and future plans of organizations

CHAPTER – THREE

RESEARCH METHODOLOGY

This chapter presents the research methods used to conduct this study. This chapter discusses about the tools adopted to collect required data and information needed for the study and the chapter also deals with the research design, rationale of the selection of the study area, the universe and sample nature and sources of data, data collection technique, analysis of the data and limitation of the study.

3.1 Research Design

This study has adopted descriptive as well as analytical research design as per the nature of the study subject. It has described institutional development process of RBGs, their traditional and historical background of CBOs their present organization capability examining their strengths and weakness. Such nature of the objective and relevant data collectively comprise the descriptive research design. In this method, every phenomenon is, been described by seeing cause and effect. Thus it is helpful to assess the scenario of the study area.

3.2 Rational of Selection of Study Area

Study area is Myanglung Ishibu District road alignment coverage VDCs which are Sabla Oyakjung Jaljale and Simle. Road Building Groups were formed to construct the road. All together 63 RBGs have formed. Sixteen to twenty members are comprised at one RBG. Total RBGs members were 1152.

The programme objective is not only to contract the road it is a transport plus programme. Plus programme objective is sustainable livelihood of RBGs members. For the sustainable livelihood of RBGs, there were conducted various activities including institution development. They should chose appropriate institution and continuity to that after phase out of the programme implementation.

For the sustainability of the institution development all members of institution Dalit, Disadvantage Janajati, Advantage Janajati and Other have important role. For the sustainability of institution all members have thought "the organization is for us". We became "one" to form sustainable institution development. Rational of selection of study area are as follows on that area:

-) This type of study was not conducted in the past on that area.
-) RBGs members LRUCs members, LRCCs members and other key person and local people can easily understand about the sustainable institution development.
-) Researcher also involving on social and economic development field of RBGs's study area.
-) RBGs members of study area also looking forward recommendation for sustainable institution development.

3.3 Universe and Sample

Sampling plays a very significant role in any research and it is understood as the selection of some part of aggregate or in totality on the basis of which a judgment or interference about the aggregate of totality made (Kothari, 1994). Total number of RBGs members were 1152. VDC wise Social inclusion of members is given on following table.

Table 3: Universe and Sample

S.No.	VDC Name	Number of HH	Dalit	Janajati	Others	Total
1	Sabala	330	58	234	38	330
2	Oyajung	281	50	184	97	281
3	Jaljali	320	35	165	120	320
4	Simle	221	21	151	49	221
	Total	1152	164	734	304	1152
	10 % of total Members	120	16	73	31	120

Source: Secondary data, Project Completion report NGO,2008

Maximum number of household involved at RBG were from Sabla VDC and minimum number of household involved at RBG were from Simle VDC.

From the 1152 members 10 % members will be selected purposively sampling method with social inclusion which represent the view of all members of RBGs. Total members of sample were 119.

3.4 Sampling of Key Informant

Many development activities have been concluding in this district. Through the local government line agencies, by lateral agreement (I) NGOs etc. Key informant were taken from partner NGO,DDC staff and other NGOs

3.5 Nature and Sources of Data

The study is based on the combination of qualitative and quantitative data. Primary as well as secondary data were analyzed in order to provide possible clear picture on study objectives.

The primary data were collected conducting vagarious fieldwork over about a period of one month. The members who are involved in RBGs are main source for primary information. Key informant views and opinions, group discussion with concerned person also conducted.

Secondary data is collected from various published as well as unpublished reports document from the relevant sources like VDC, DDC, RAP TA office, NGO office etc.

Data from other source includes the extensive literature reviews of past work and published materials. In this study, preference had been given to both qualitative as well quantitative data and information.

3.6 Data Collection Techniques

Yin (1984) has pointed out that there are broadly five major strategies in social research. They are as following: experiments, surveys, archival analysis, histories and case study. It is obvious that the choice of research techniques is very much based on the nature of the research and expected outcome of the research (Khatiwada & Ghimere 1997). The various methods, which were used to gather specific information and data, are given below.

3.6.1 Schedule

Structured Schedule was used to collect basic information from the respondents. Sample of the schedule are presented in which were formulated by consulting the dissertation supervisor and were field to collected required data. This methodology was used for collecting the information related to general background of institution perception toward institution development, its activities like decision making process, internal and external resource mobilization, management, conflict resolution, communication procedures within/outside organization, institution members involvement in various activities, types of meeting, decision made, record keeping systems condition and linkage IGA activities, support from GO , Line Agencies and other Organization.

3.6.2 Key Informant Interview

The key informants interview questioner was administered with key informants like social worker, NGO staff, NGO Executive members, GO and Line agency staff, Sample of the questioner are given at Appendix 1. This method also helpful to collect reliable information to obtain the objectives of the study.

3.6.3 Focus Group Discussion

Group discussion was conducted with good and less performed RBGs, LRUCs in relevant issues, which is given at checklist. (Appendix -2) This tool was also used to accumulate additional information related with research. This tool also provided an opportunity to know about the of objectives of research.

3.6.3 Data Analysis and Interpretation

The information collected in the field should be analyzed and interpreted in order to find the research meaningful. Analysis means the categorizing, ordering, manipulating and summarizing of data to obtain answer to research question (Kerlinger, 1986).

The analysis was mainly qualitative. Qualitative research emphasizes process and meaning where as quantitative study emphasizes the measurement and analysis of casual relationship between variable.

The data and information collected from the field and secondary information from various sources were arranged, processed and analyzed descriptively. These data were coded and classified in to different topics as required by the study objectives. After that, analysis of the data was carried out carefully in order to derive meaningful conclusion. The analyzed data are presented using relevant tables and photos to clarify the text precisely.

The data are enclosed in different chapter to make the presentation more comprehensive. The data are presented in simple form with percentage.

The final report writing of the research was conducted under the general principals and guidelines of an academic style of dissertation.

3.7 Limitations of the Study

The study was carried out at Sabla, Oyakjung, Jaljale and Simle VCD of Trehathum District. Thus the study does not necessarily applicable to all CBOs of the country. Being micro level study, the views, ideas, findings and realities of this area might be different from other parts of Nepal.

The study was done for the partial fulfilment for the master degree in Rural Development from the Tribhuvan University, Kirtipur. Being a student of Rural Development and not having experience like this academic work there might be limitations particularly in selecting appropriate methodology and all aspects of research designing which might have influenced this study. Detailed research was not possible within the short period with little resources.

This study basically relied on primary information gathered from fieldwork and available secondary sources. In some cases information might be inadequate to explain the exact situation due to the low percentage of sampling (10% approx). Hence in some case, the findings of the study might not be universal and hence findings of the research cannot be replicated.

CHAPTER – FOUR

GERAL INTRODUCTION OF DISTRICT STUDY AREA

The Purpose of this chapter is to provide general information about the district and study area. Lively describe about the location of district VDCs, Population etc. the district and study area.

4.1 General Introduction of Terhathum District

Terhathum district lies between latitude of 2666 to 2730 and longitude is 8425' to 8745' degree east with and area of 679 sq km. The district is surrounded by Patchthar as the east Dhankuta district on west, Taplejung and Sankhuwasava District on the north and Dhankuta and Patchthar district on the south. The district constituted of 32 Village Development Committee.

The total number of the household is 20682 and total population is 113111 (with the 0.49 percent of total population of Nepal male population is 54932 and female population is 58179. Average family size is 5.47.

4.1.1 Location of Study Area

The study area coverage four VDC of Terahthum district they are Sabla, Oyakjung, Jaljale, and Simle. Study area is adjoining with district head quarter.

4.1.2 Population of Study Area

According to CBS 2001, the total house hold is 5315 population of the study area is 29699 with 14937 made and 14696 female Average family sizes of approximately 5.57 members. VDC wise house hold and population with male and female are given in the following table.

Table 4: Population of Study Area

S.No.	VDC Name	Number of HH	Male	Female	Total
1	Sabla	518	1474	1517	2991
2	Oyakjung	977	2820	2837	5657
3	Jaljale	834	2539	2468	5007
4	Simle	980	2802	2748	5550
Total		3309	9635	9570	19205

Source: National Census, 2058 B.S

The table shows that highest number of HH is Simle VDC. Highest population is Oyakjung VDC, 5657 and lowest population is Sabla VDC, 2991.

4.1.3 Service Providing Agencies in Study Area

Service providing agencies are working in the VDCs to provide range of services to the people, which have been identified as the government line agencies, NGOs etc. These agencies are providing various services and contributing in one-way or another for the development of the VDCs. However they are not being able to fulfill hundred percent requirements of the people Service providing agencies in study area are given following table:

Table 5: Service Providing Agencies in Study Area

S.No.	Agencies	Services
1	Village Development Committee (VDC) Office	Lead in local development planning implementation, administration and legal services, co-ordination.
2	Red Cross Branch	Conduct relief program through Red Cross Volunteers, blood donation activity literacy program training etc.
3	Range Post	Form and hand over forest to CFUG, post formation support and other technical support related to forestry.
4	Sub-Health Post	Provide community health and reproductive health services.
5	Agriculture Service Center	Provide all kinds of agriculture related technical services to farmers
6	Livestock Service Center	Provide all kinds of technical services to farmers relating to livestock.
7	Atirikta Hulak Post office	Provide communication (post) service.
8	District Irrigation Office	Construction and management of irrigation channels.
9	Cottage and Small Scale Industries Office	Provide skill development training.
10	Women Development Section	Form women saving and credit groups and support for IGA.
11	Clubs	Organize social work, sport activities etc.

Above table shows the service providing agencies and nature of service. The agencies helped to provide various services to institution members to develop social and economic development activities. So, it is need to provide co-ordinate with the service providing agencies as per need.

4.1.4. Transportation and Other Facility

Transportation facility is available at District head quarter. Regular Bus and Taxi service are from Biratnagar and Dharan to Terathum to Dharan to Biratnagar.

At study are there is transport facilities up to Sabla VDC 10 Km distance from Myanglung District head quarter. Other VDC of study area transportation facilities will be assessable after 2 years from now. RAP program will complete road construction from Myanglung to Sakranti VDC (67 Km) up to July 2011. Now telephone and Hulak facilities are at study area.

CHAPTER – FIVE

DATA PRESENTATION AND ANALYSIS

This chapter deals with the respondents profile and presented the various data to meet the objective of the study. Analysis the conducted activities by the program for sustainable institutional development of RBGs. For the sustainable development of the RBGs member program emphasis transport plus program. Plus programs are socio economic development program. At the process of the data collection primary as well as secondary data also collected which are presented at this chapter.

5.1 Socio-economic Information of the Respondents

It helps the readers to understand about the respondents as well as it adds significance to the quality of the research. The socio-economic information of the respondents is given below.

5.1.1 Cast and Ethnic Composition of Respondent

Respondent were selected with purposive sampling. The Cast and Ethnic Composition of Respondents are as fallows:

Table 6: Cast and Ethnic Composition of Respondents

S. No.	Cast and Ethnic Composition	No of Respondent	Percent
1	Dalit	15	12
2	Janajati	75	63
3	Other	30	25
Total		120	100

Source: Field Survey, 2009

Majority of the district population is Janajati so the respondents of Janajati were highest number and the respondents of Dalit were the lowest number.

5.1.2 Age Group of the Respondents

Respondents selected under this study are of different age groups. The table given below shows the age groups of the respondents.

Table 7: Age group of the Respondents

Age Group	No. of Respondents	Percent
< 15	0	0
15-59	101	84
Above 59	19	16
Total	120	100

Source: Field Survey, 2009

From the above table it can be seen that 85 percent of the total respondents lies in the age group 15-59 and 15 percent of the respondents lie in the age group above 59 while none of the respondents belongs to the age group less than 15.

5.1.3 Sex Composition of the Respondents

Sex composition of the respondents selected under this study is given in the following table.

Table 8: Sex Composition of the Respondents

Sex	No. of Respondents	Percent
Male	91	76
Female	29	24
Total	120	100

Source: Field Survey, 2009

The above table shows that majority of the respondents were female. The share of female in total respondents is 24 percent while that of male is 76 percent.

5.1.4 Literacy Status of Respondents

The literacy status of the respondents selected under this study is given in the following table.

Table 9: Literacy Status of Respondents

Level of Education	No. Of Respondents	Percent
Illiterate	35	29
Literate	55	46
Up to SLC	25	22
PCL/+2	3	2
Bachelor and Above	2	1
Total	120	100

Source: Field Survey, 2009

The above table shows that f the illiterate respondents are 29 percent, 46 percent of the respondents are literate, 22 percent have secondary level education (i.e. up to S.L.C.) 2 percent have PCL/+2. The table also shows that 1 percent of the respondents have the above bachelor category.

5.1.5 Occupation of the Respondents

The occupations of the sampled respondents of this study are given in the following table.

Table 10: Occupation of the Respondents

Occupations	No. of Respondents	Percent
Service/Trade	12	10
Wage Labour	108	90
Total	120	100

Source: Field Survey, 2009

It can be seen from the table that 90 percent of the respondents main occupation is service/trade, and 10 percent respondent's main occupation is wage labour.

5.2 Social and Economic Development Activities

5.2.1. Organization Development

5.2.1.1. Road Building Group Formation

RBG were formed to constructed the road on the basis of labor availability total groups were 63 and total member were 1152 (male 690 and female 462). Maximum no. of RBGs and member were Sabla VDC. Minimum no of RBGs and member were Simle. VDC wise RBGs no and members with male female are given following table.

Table 11: VDC wise RBGs No. and Members

S.No.	VDC	RBGs No.	RBGs member		
			Male	Female	Total
1	Sabla	19	205	125	330
2	Oyakjung	15	170	11	281
3	Jaljale	17	185	135	320
4	Simle	12	12	130	211
	Total	63	690	462	1152

Source: Project Completion Report, NGO, 2008

Total road building groups were sixty-three. Total members were 1152 among them 690 male and 462 female. Maximum number of RBG's were from Sabla VDC and minimum number of RBG's were from Simle VDC.

5.2.1.2. Shahajkarta Selection

Shahajkarta was selected on every group. They facilitated to RBGs members to construct the road total members of Shahajkarta were 63 (male 45 and female 18) are given in the following table.

Table 12: Shahajkarta Members with Male and Female

S.No.	VDC	RBGs No.	RBGs member		
			Male	Female	Total
1	Sable	19	13	6	19
2	Oyakjung	15	12	3	15
3	Jaljale	17	11	6	17
4	Simle	12	9	3	12
	Total	63	45	18	63

Source: Project Completion Report, NGO, 2008

Maximum number of shahajkarta were formed from Sabla VDC and minimum number of shahajkarta formed from Simle VDC.

5.2.1.3. LRUC Composition

LRUC were formed every VDC two LRUC were form same VCCs. Total LRUCS 65 number were, Total member were 65 among them 39 were male and 26 were female. They were responsible to manage the work. They helped to distribute construction wage payment to RBGs members. VDCs wise LRUC members with male and female are given in the following table.

Table 13: LRUCs Members with Male and Female

S.No.	VDC	RBGs member		
		Male	Female	Total
1	Sable A	3	5	8
2	Sabla B	7	4	11
3	Oyakjung	10	5	15
4	Jaljale	11	6	17
5	Simle	8	5	13
Total		39	26	65

Source: Project Completion Report, NGO, 2008

Maximum LRUCs number were at Sabla VDC and minimum number were formed from Simle VDC.

5.2.1.4. LRCC Composition

LRCC are formed at every VDC. Total no of LRCC are 4 and total members are 36. They facilitate to select road alignment to settle local dispute at the process of road construction. VDCs wise LRCC members with male and female are given in the following table.

Table 14: LRCCs Members with Male and Female

S.No.	VDC	RBGs member		
		Male	Female	Total
1	Sable	7	2	9
2	Oyakjung	7	2	9
3	Jaljale	6	5	11
4	Simle	4	3	7
Total		24	12	36

Source: Project Completion Report, NGO, 2008

Maximum number of LRCCs member were at Jaljale VDC and minimum member were at Simle VDC.

5.2.1.5. Group management and Leadership Development Training

Two participants were participated from each RBG sated at the training. Training were conducted eight events. RBGs members enable to hold meeting and some members have got the leadership position of CFUG, women development group etc. VDCs wise training participants with male and female are given in the following table.

Table 15: Participants of Group Management and Leadership Development Training with Male and Female

S.No.	VDC	RBGs No.	Participated at Training		
			Male	Female	Total
1	Sable	19	22	16	38
2	Oyakjung	15	18	12	30
3	Jaljale	17	20	14	34
4	Simle	12	16	8	24
Total		63	76	50	126

Source: Project Completion Report, NGO, 2008

Participants were participated from all groups. The highest number was participated from Sabla VDC and lowest number was from the Simle VDC total participated were 120 male 76 and female 50.

5.2.1.6. Gender and Social Inclusion Training

It was conducted four events to sensitise on gender perception. Both man and women were participated from each RBG in this training, which made men to bring into consent of having equal wages. There was 39 % woman worked at RBGs members with men in a group to road construction this is very new practice in Terhathum district. It really encouraged a lot to women. Two participants were select from each group. VDCs wise participants with male and female are given in the following table.

Table 16: Participants of Gender and Social Inclusion Training with Male and Female

S.No.	VDC	Total RBGs No	Participated at Training		
			Male	Female	Total
1	Sable	19	22	16	38
2	Oyakjung	15	18	12	30
3	Jaljale	17	20	14	34
4	Simle	12	15	9	24
Total					126

Source: Project Completion Report, NGO, 2008

Participants were participated from all groups. The highest number was participated from Sabla VDC and lowest number was from the Simle VDC total participated were 126 male 15 and female 9.

5.2.1.7. Saving and Credit Training

Three person were participated from each RBGs. Training were conducted at ten events. Training helped them to mange account keeping and enables to understand the important of saving and credit programme. Group chairperson Secretary and treasure were participated at the training. Total 189 member (male 115 and female 74 were participated at the training. VDCs wise participants with male and female are given in the following table.

Table 17: Participants of Saving & Credit Training with Male and Female

S.No.	VDC	RBGs No	Participated at Training		
			Male	Female	Total
1	Sable	19	35	22	57
2	Oyakjung	15	25	20	45
3	Jaljale	17	32	19	51
4	Simle	12	23	13	36
Total		63	115	74	189

Source: Project Completion Report, NGO, 2008

After Participants were participated from all groups. The highest number was participated from Sabla VDC and lowest number was from the Simle VDC total participated were 189 male 115 and female 74 composition of the training more than 60% RBG member enable to manage RBG record book with out support of social mobilizer only 40% RBGs need little support of social mobilizer to manage RBG account

5.2.1.8. Saving & credit program

RBGs members encouraged monthly saving and 10% of wages saving. We have trained them to keep record and mobilize saving amount. RBGs also provided book keeping training and materials, too. Altogether Rs. 172985/- saving mobilized at the end of the program. 85% saving amounts mobilized on productive purpose and the rest amount is in consumption. The repayment is cent percent. Due to this program, RBGs members used to fulfill the necessity of small amount. Most of the RBGs members used this amount for goat and pig rearing ginger production etc.

5.2.1.9. Group Conflict Management Training

At the training two people were participated from each RBGs, eight events of Group Conflict Management training were conducted which assisted them to manage the group conflict. VDCs wise participants with male and female are given in the following table.

Table 18: Participants of Group Conflict Management Training with Male and Female

S.No.	VDC	RBGs No.	Participated at Training		
			Male	Female	Total
1	Sable	19	22	16	38
2	Oyakjung	15	18	12	30
3	Jaljale	17	20	14	34
4	Simle	12	16	8	24
Total		63	76	50	126

Source: Project Completion Report, NGO, 2008

Total participants were 126 male 76 female 50. Training helped them to settle group conflict.

5.2.2 Promotion Income Generating Activities

To promote economic status of RBGs members. IGA activities were identify and priorities them on comparative advantage. At the process of prioritization there was considering climates, knowledge, skill of RBGs members and market fer production. IGA activities were identified pear wise ranking. Demand of high value commodities from all RBGs member were collected to identify the potential sector. Vegetable, and Akabare Khursani and other agriculture based activities and Live Stock are the potential commodity for IGA .IGA prioritization was done with RBGs members. Commodity and prioritize rank is given following table.

Table 19: Record of IGA Prioritization

S.No.	Commodities	Prioritization
1	Vegetable	P1
2	Akabare Chilli	P2
3	Goat raising	P3
4	Pig raising	P4
5	Ginger	P5
6	Cardamom	P6
7	Off-farm	P7

Source: Project Completion Report, NGO, 2008

Vegetable farming is first priority to RBGs members. Off farm IGA got the least priority. The second priority IGA is Akabare Chilli, third priority is goat raising, fourth, fifth and sixth priority are pig raising, ginger and cardamom.

5.2.2.1 Capacity Develop of Local Resource Person Develop

Potential commodities were identified within the zone of influence. After finalised the potential IGAs. There is need to promote LRPs for ginger, off season vegetable, cardamom and livestock to train RBGs members RBGs members easily Accessible technical knowledge and skill from LRP All together 23 LRPs were developed on different commodity which are given on following table.

Table 20: Commodities and VDC wise Local Resource Persons

S.No.	Commodity	Sable	Oyakjung	Jaljale	Simle	Total
1	Fresh Vegetable	1	3	3	1	8
2	Livestock		1	1		2
3	Ginger	3	3	2	1	9
4	Cardamom		2		2	4
	Total	4	9	6	4	23

Source: Field Survey, 2008

Among the 23 LRPs ginger LRP are on highest number livestock LRP were the lowest number. They were providing the training to RBGs members as per demand of them.

5.2.2.2 I GA Training to RBGs Members

Before to design training to RBGs members, demand were collected to conduct training on potential IGAs. Training were conducted demand basis. Demands were collected on vegetable farming, ginger farming, goat rearing and pig rearing etc.

Economic resource is the main resources for sustainable livelihood of people. It help to make comfortable of human life .RBG can take lone from institution and invest on IGA. Most of them participated on income generating training. All RBG member got chance to take training as per demand of them. Some member who is potential to conduct economic activities they have got training more than one commodity

Conducted IGAs training were like fresh vegetable Akabare khursani, Ginger production Goat rearing and skill development training were Wielding, Cutting, House wring etc, Total 1484 person have taken training. Commodity wise training participant were given on following table no.

Table 21: I GA Training Participants with Male and Female

S.No.	Commodity	VDC	Participants		
			Male	Female	Total
1	Fresh Vegetable	Sable	91	57	148
		Oyakjung	120	89	209
		Jaljale	71	52	123
		Simle	41	20	61
	Total		323	218	541
2	Ginger	Sable	12	8	20
		Oyakjung	31	19	50
		Jaljale	19	15	32
		Simle	19	11	30
	Total				132
3	Akabare	Sable	14	3	17
		Oyakjung	56	19	75
		Jaljale	46	19	65
		Simle	24	10	34
	Total				91
4	Cardomon	Oyakjung	10	4	14
	Total				14
5	Goat Rearing	Sable	56	39	95
		Oyakjung	78	57	135
		Jaljale	76	56	132
		Simle	38	34	72
	Total				434
6	Pig Rearing	Sable	30	20	50
		Oyakjung	53	34	87
		Jaljale	48	30	78
		Simle	33	24	57
	Total		164	108	272
	Grand Total				1484

Source: Project Completion Report, NGO, 2008

Among the trainees, highest number was fresh vegetable and lowest number was cardamom. More than 60% participants utilize the training and involve on IGAs.

5.2.2.3. Demonstration

Training objectives are to develop knowledge, skill and altitude of the participants. But to change the attitude of RBGs members is not a small work to promote new economic activities at located level. To change the attitude to start new IGA activities like off season vegetable farming and Acabare khursani farming. Demonstration activities were conducted. These activities were observed by RBGs members they know the process and result of demonstration which helped to change attitude them so 90 demonstration were conducted.

Table 22: VDC Wise Demonstration Record

S.No.	Demonstration	VDC	Demonstration		
			Male	Female	Total
1	Vegetable	Sable	2	1	3
		Oyakjung	1	2	3
	Total		3	3	6
2	Ginger	Oyakjung	3	2	5
		Jaljale	4	4	8
	Total		7	6	13
3	Akabare	Sable	1	0	1
		Oyakjung	1		1
		Jaljale	1		1
		Simle	1		1
	Total		4	0	4
4	Vertmi Compost	Sable	3	2	5
		Oyakjung	6	3	9
		Jaljale	4	1	5
		Simle	2	1	3
	Total		15	7	22
5	Breeding Buck	Sable	2	0	2
		Oyakjung	1	2	3
		Jaljale	5	0	5
		Simle	3	0	3
	Total		11	2	13
6	Goat Shed	Sable	6	2	8
		Oyakjung	4	2	6
		Jaljale	4	1	5
		Simle	0	0	0
	Total		14	5	19
7	Breeding Boar	Sable	2	0	2
		Oyakjung	0	1	1
		Jaljale	2	0	2
	Total		4	1	5
8	Pig Shed	Sable	2	0	2
		Oyakjung	2	2	4
		Jaljale	2	0	2
	Grand Total		6	2	8
	Total				90

Source: Project Completion Report, NGO, 2008

Altogether ninety demonstration activities were conducted. RBGs members learned innovative ideas knowledge and technique at various activities.

Highest number of the demonstration is vermin compot lowest number of demonstration is akabare khursani Demonstration helped to learn following thing.

Table 23: Learning by Demonstration

S.No.	Demonstration	Learned by Demonstration
1	Vegetable	<ul style="list-style-type: none"> ➤ Nursery Preparation ➤ Treatment of sheed and nursery bed ➤ To product off season vegetable ➤ To product fresh vegetable ➤ Habit formation to term vegetable farming, ➤ Farming system
2	Akabare and Ginger	<ul style="list-style-type: none"> ➤ Sheed prepare ➤ Nursery prepare ➤ Farming system
3	Breeding buck and bear	➤ Free from inbreeding problem.
4	Vermi compost	➤ People know to prepare organic fertilizer

Learning by demonstrations is mention above table which shows the things learned by RBGs members. This learning enable to farm vegetable and akabare and ginger farming, breeding buck and bear and to produce vermi compost.

5.2.2.4 Interaction between potential producer and potential buyer

After get the IGA training like vegetable farming Ginger farming Acabare khursani cardomum farming goat, raising many people started IGA activities. Some people formed common interest group of some commodity like ginger, Acabare khursani and cardomum . The people who have involved at common interest group they started farming and mass production. At that time local people need to know the potential buyers to sell them product. So interaction programme was conducted every VDCs among potential producer and potential buyer.

5.2.2.5 Inter Group Exchange Visit

Five events of inter group exposure visit were conducted. One was related to livestock, another one was about fruit, two were related to vegetable and one was for saving & credit cooperative. Observing "Janakalyan cooperative" of Oyakjung by Sabla RBGs,

5.2.2.6 Skill Development Training

Skill Development Training also plays an implement role to promote economic of people. Local people get service locally at low cost. So skill development training provided to SPAFs and poorest of the poor. Skilled person also gate lone from institution and started to business, which help for economic development. Skill training record is presented at table no.

Table 24: VDC wise Skill Training Participant with Male and Female

S.No.	Training name	VDC	Male	Female	Total
1.	House wiring	Sable	4	0	4
		Oyakjung	2	0	2
		Jaljale	2	0	2
		Simle	1	0	1
	Total		9	0	9
2.	Furniture	Sable	0	0	0
		Oyakjung	1	0	1
		Jaljale	1	0	1
	Sub total				2
	Total				11

Source: Project Completion Report, NGO, 2008

Among the skill development-training house wiring training participation were 9 and furniture-training participants were only 2. It shows that house wiring training is important than furniture training. Among the participants more than 60% participant have started the business.

5.2.3 Coordination and Linkage

Coordination and linkage for sustainable development is very important. Group members can coordination with other organization for multy purpose like human resource development, to take service, to take loan, to take good and donation to sell product to take new information about new technology market availability of product etc.

For the coordination and linkage GO line agencies, NGO, Cooperatives activities were listed and discuss to find out the helpful sector each – other.

5.2.3.1 Institution Development

a. Orientation on Institution Development

For the institution development of RBGs , orientation programme were conducted at all VDCs. At that orientation programme RBGs members enable to understand about the institution options and process for institutionalization alternative for institutionalization are to form new own institution or join with mother organization (Common interest Group, Saving and Credit Groups, Livestock Groups, Agriculture Development Groups, Cooperatives etc.

b. Local Actors identification

Before to decide for institution development local actors were identified at study area which are as fallows:

-) District Women Development Office,
-) District Agricultural Development service office,
-) Veterinary service office,
-) Rural Energy Development program (REDP),
-) Village Development program (VDP),
-) Community Forest User Group (CFUG),
-) Saving and Credit groups (Cooperatives),
-) Women groups,
-) Micro entrepreneurship group had been found.
-) Local actors were identified and coordinate to provide help each other as possible like skill training

c. Join with Mother Organization

Different name of community development groups have formed by RBGs at settlement level they have associate with VDC level cooperative. They conduct monthly meeting, collect saving, collect credit and interest, collect loan application, and all records sent to cooperative for further process to settle and provide loan. VDC wise number of community Development Groups and member with male and female are as fallows which associate at VDC level Cooperatives.

Table 25: VDC wise Members with Male and Female Join at Cooperative

S.No.	VDC	No. of CBO	Members Joint at Cooperatives		
			Male	Female	Total
1	Sabla	8	70	34	108
2	Oyakjung	14	89	51	140
3	Jaljale	12	54	51	105
4	Simle	5	49	28	77
	Grand Total				430

Source: Project Completion Report, NGO, 2008

The table shows that the highest number of CBOs were formed at Oyakjung VDC and the least number of CBSs were formed at Simle VDC. The member of CBOs at Oyakjung VDC are 140 and through the member of CBOs of Simle VDC are 77.

d. VDC wise Common Interest Groups

Common interest groups were formed at every VDCs. Commodity and member is as following table

Table 26: VDC wise Common Interest Groups and Members

S.No.	Commodity	# of CIG	Village Development Committee				Total
			Sable	Oyakjung	Jaljale	Simle	
1	Fresh Vegetable	17	33	16	154	12	215
2	Livestock	1		10			10
3	Ginger	16	28	118	117	11	274
4	Fruit	1		9			9
5	Tea	1			9		9
6	Cardamom	1		16			16
	Total	37	61	259	280	23	507

Source: Project Completion Report, NGO, 2008

Thirty-seven CIGs have formed. Out of them, 16 CIG registered as ginger cooperatives at Oyakjung and Jaljale. They facilitated the proceedings and prepare rules, regulations to establish as cooperative. Seventeen CIG are formed of vegetable and registered as a group of DADO.

One CIG of Livestock with 10 members. There are 1 tea related CIG, 1 cardamom related CIG and 1 citrus related CIG also been formed. Altogether, there are 37 CIGs with 507 members

5.3 Strength of Institution

The institution, which has formed at settlement and VDC level, they have following strength.

-) Prepared rule and regulation about meeting, saving and credit.
-) All mental follows the rule and regulation
-) Participated at monthly meeting
-) Monthly saving collection.
-) Loan payment on time.

-) Submit loan application.
-) Monthly meeting conduct before the meeting of VDC level cooperative.
-) Monthly saving repayment provided VDC level cooperative.
-) Recommend for lone to group member from cooperative.
-) Cooperative provide loan.
-) Easy to take kind and service from GO and Line agency.
-) Record keeping system manages by cooperatives.
-) Loan can taken with little interest at VDC level 12-18%
-) Need not pay interest rate 30 to 35% to money landed
-) No lengthy process for loan taking.
-) LRP help to provide knowledge and skill and IGA.

5.4 Weakness of Institution

Weakness of settlement and VDC level institution are as follows.

-) Not participated at monthly meeting.
-) Not regular saving and loan pay.
-) Breach of rule and regulation
-) Institution could not prepare annual plan.
-) Group conflict appears some time.
-) Did not fallow the rule regulation
-) Not understand clearly about local government planning process.
-) Settlement level institution not updated the saving and credit record timely.

CHAPTER – SIX

SUMMARY FINDING AND RECOMMENDATION

This chapter is the concluding part of the study in which summary, finding and recommendation have been presented

6.1 Summary

The goal of RAP Phase -2 is to promote "more secure and sustainable rural livelihood for the poor and disadvantage in hill areas in Nepal". The purpose of RAP Phase -2 is "to improve connectivity of rural communities, enhanced economic and employment opportunities, and increased access to goods market and social services for the rural poor and disadvantaged. To achieve the objective of the programme transport plus programme was conducted to 63 RBG to obtain the objective of the programme. RBG member got chance to work and earn wage and involve at saving and credit programme also. RBGs members were provided various training to develop human resources, IGA, Institution develop and coordination and linkage for sustainable of institution.

Majority of the Nepalese have the traditional to work for public interest organizing themselves. Agriculture labor, forest resources, credit, Socio-culture, religious, political self-help group are common in the society since long back.

The community Based Organization exist in Nepali community can be categories into two : Induced and Indigenous Community Based organization. Indigenous community based organization/ institution are as old as the community themselves.

To encourage economic development in the poorer section of the society it seems necessary for the poorer member of the village communities to have their own organization which serve there own economic needs and interest exclusively.

In most of the project user group are formed on an ad hoc basis without the real participation of participants. Future more: it is observed that many CBOs were formed to fulfill various donors government and NGOs aims and objectives. These UG are hardly functioning during the implementation of the project and almost fall into function after the completion of the project. It is mostly due to the low emphasis given the institutional development.

Experience in Nepal shows the institutional development of the social organization is not a simple tasks as we assumed normally. It takes a lot of time and effort. It is a continuous process. Democratic decision making dissemination of information building confidence among members, high levels of community participation are crucial for an organization.

Similar economical and social status between members of an organization also supports of function it smoothly. Dissimilarities have created small disputes, such as

some members rich like to increase the amount of monthly saving but some poor do not like to.

6.2 Major Findings

- a. Ownership is one of the main ingredient for sustainability of institution development.
- b. Emphasis should be given to organize, institution development training courses worship, study tours.
- c. Knowledge and skill development training are provided as per demand of members.
- d. Monthly saving is the main source of income at institution
- e. Some institution are fully depends on one person leadership at ie chairperson. This kind of dependency could not support the process of institutional development.
- f. Similar economic social status among institution member also supports to function in smoothly.
- g. RBG member started off season vegetable farming
- h. More than 60% members were involved at IGAs two saving and credit cooperative were functioning.
- i. Good relation was found among settlement level institution and VDC level cooperative
- j. Season vegetable e.g. onion, potato, capsicum cauliflower had been introduction
- k. Six ton ginger CIG have formed
- l. Two ginger comparative registered they are function. They collect ginger from ginger production group and coordinated to sell and out of district.
- m. Twenty five LRP have developed
- n. Saving and credit program reduce the interest rate of money lender.
- o. Off season vegetable e.g. onion, cucumber, potato, capsicum, caulis, Akabare had been introduced.
- p. Seventeen groups registered in DADO.
- q. Ginger production is being commercialized and 16 gingers CIG formed and 2 cooperatives registered.
- r. Three cooperatives (2 are ginger and 1 is saving & credit) have been established which are having major program of saving and credit program.
- s. The breeding concept for goat and pig had been introduced.
- t. Men and women received the same wages which became acceptable in the society.

6.3 Recommendations

Based on the study following recommendation are give for sustainable institution of RBGs.

- a. Institution member also involve social, economic and infrastructure development at settlement level.
- b. Knowledge about planning and planning tools like (resource map, seasonal calendar)should be known by members.

- c. Local self government rule and regulation about paining process should be known by institution members.
- d. Paining and prioritization training should be provided.
- e. Gender and Developing trading should be provided to spouse.
- f. Participatory planning implementation and monitoring should be implementation from year of program implementation.
- g. People should aware about the planning process of line agency local government and prepare group plan and submit at concern office.
- h. Legal provision to provide priority for plan should be known.
- i. VDC and DDC planning process should be aware prepare annual plan and submit
- j. Continuously coordination and linkage should be done with concern office, line agency, LRP,RP and other related stakeholder to solve any problem, to take technical advice and knowledge as per need.
- k. Line agencies are interested to form CBOs in order to fulfill their internal targets. Therefore, their main thrust is on formation in order to meet the targets. They should disseminate necessary information to aware people before formation and also support CBOs in the process of institutionalization after formation providing adequate knowledge, skill and attitude related training courses and study tours. (per as well as post formation support is very important for institutionalization.)
- l. Financial viability of any CBO is must critical for the sustainability of the organizations. Therefore, CBOs should try to increase its found implementing funds raising activities and coordinating with other organizations.
- m. CBOs should given priority to plan and implement market oriented activities Line agencies and other organization should support them to cash the availability of hug market of Myanglung, Dharan, Biratnagar and Kathmandu
- n. CBOs as well as concerning agencies should give priority to improve capacity of organization members organization various training courses workshops organization programme, study tour, interaction programs etc. on various aspect of institutional development process for the sustainability of the CBOs. And these activities should be following up regularly and systematically.
- o. Line agencies should also try to utilize or work with formed institution CBO cooperative a tourist spot.

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APPENDIX - I

Sustainable Institution Development of RBGs, A Case Study Survey Questionnaire

A. General Information about the Respondent:

1. Name of respondent:
2. Sex:
3. Cast/Ethnicity: 4. Age: Yrs
5. Address: VDC Ward No Tole
6. Education: Martial Status: Married / Unmarried
7. Main Occupation:

B. Implemented Activities By the Programme:

8. Which activities implemented by the programme ?
 - 8.1 Organization development, Yes No.
 - 8.2 Income Generating Activities, Yes No.
 - 8.3 Institution Development, Yes No.
9. Did you get training till now? Yes No.
10. Which trainings you participated?
 - a. Group management and leadership development
 - b. Group conflict management.
 - c. Income generation activities.
 - d. Institutional development
 - e. Gender and development
 - f. Cooperative management
 - h. Account keeping

C. Institution development:

I. General question about Institution

11. Did you feel to form institution RBGs? Yes No
12. Did you select institution? Yes No
13. Which institution you select for institutionalization?
 - a. Saving and credit group
 - b. Common interest groups
 - c. Cooperatives
 - d. Any other
14. Are written rule and regulation of Institution? Yes No.
15. Do the members follow the rule and regulation strictly? Yes No.
16. What kind of advantage we can take from institution?
 - a.
 - b.
 - c.
17. Are there any penalties for not following rules? Yes No.
18. Why the institution couldn't sustain for long time?
 - a.
 - b.
 - c.
19. What are your recommendation for sustainable institution development?
 - a.
 - b.
 - c.

II. Membership

20. What are the criteria to take membership at your institution?
21. How many members at your institution?
22. How you select committee members?
23. Are you satisfied with the process of selecting committee members?

III. Leadership pattern

24. Are you satisfied with executive member's selection process? YesNo.
26. Are you satisfied with current leadership pattern? Yes No.
27. Are there any female members? Yes No.

IV. Meeting

28. Is there regular / monthly meeting at your institution? Yes No.
29. Are you attending the meeting? Yes No.
30. How many people participants at the meeting? Yes No.
31. Are all participants actively participating at the meeting? Yes No.
32. How you take the meeting agendas?
 - a.....
 - b.....
33. What is the decision making process at your institution?
 - a.....
 - b.....
34. Do committee members keep minutes of meeting?

V. Dispute resolution and management?

35. What type of dispute occurs at your institution?
36. Are all dispute resolve till now? Yes No.
37. If no which dispute could not resolved?
38. Are you satisfied dispute resolution process? Yes No.
39. If no how should be resolved?

VI. Communication within organization

40. Do you get right information of meeting, notice, and other on time?
41. Are committee members active to disseminate the information in time?
42. Are you satisfied with present communication system?
43. If not, what are your views to improve?

APPENDIX - II

Sustainable Institution Development of RBGs, A Case Study Survey Interview
schedule for key informant – Institution members

A. General Information

1. Name.....
2. Position.....
3. Organization.....
4. Age.....
5. Sex.....

B. Institution Resources

6. How you get resource at your institution?
7. Are you satisfied with present resource mobilization practice?
8. If no how to mobilize?

C. Planning

9. Do you know about local self government rule and regulation about planning?
YesNo ...
10. If yes what kind of plan can get opportunity?
 - a.
 - b.
 - c.
11. Do you know social map? Yes No.
12. If yes what kind of information we can take from social map?
 - a.
 - b.
 - c.
13. Which purpose we can use the information of social map?
 - a.
 - b.
 - c.
14. Do you know about resource map? Yes No.
15. If yes what kind of information we can take from resource map?
 - a.
 - b.
 - c.
16. Which purpose we can use the information of resource map?
 - a.
 - b.
 - c.
17. Do you know participatory annual planning? Yes No.
18. If yes, did you have prepared annual plan? Yes No.
19. Do you know the VDC level planning process? Yes No.
20. If yes, did your institution involve at VDC level planning process? YesNo.....
21. If your institution involve at VDC level planning process? YesNo.....

22. What kind of plans you have submitted from your institution to improve the socio economic condition of your members?
 a.
 b.
 c.
23. Do you now the DDC level planning process? Yes No.
24. If yes, did your institution members involve at DDC level panning process? YesNo.....
25. If your institution members involve at DDC level panning process what plans have prepared?
 a.
 b.
 c.

D. Record keeping and management

26. Is there record management system at your organization? Yes No.
27. If yes, is there maintain all records? Yes No.
28. Are you satisfied with the existing practice of record keeping and management?

E. Coordination and linkage

29. Do you know the coordination and linkage? Yes No
30. If yes, what is the meaning of coordination and linkage?
 a.
 b.
 c.
31. Do you now the coordination and linkage for sustainable institution development? Yes ...No ..
32. If yes what did you till now?
 a.
 b.
 c.
33. Do you know the service providing line agencies? Yes No.
34. If yes what are they?
 a.
 b.
 c.
35. What kind of service they provide?
 a.

 b.

 c.

 d.

36. Did you take any service from line agencies? Yes No.
37. If yes what kind of service did you take till now?
- a.
 - b.
 - c.
38. Is your organization conduct monthly meeting? Yes No.

APPENDIX – III

Sustainable Institution Development of RBGs, A Case Study Survey Interview schedule for other key informants Programme Coordinator & NGOs Members

1. Name.....
2. Position.....
3. Organization.....
4. Age.....
5. Sex.....
6. Which activities conducted for sustainable institution development of RBGs?
(For Programme Coordinator only)
7. What are the weaknesses for sustainable institution development of RBGs?
8. In your opinion, how Institution can provide more service to local people?
9. Do you have any other suggestion for sustainable institution of CBOs?

APPENDIX – IV

Sustainable Institution Development of RBGs, A Case Study Checklist for focus group discussion

1. Formation of committee
2. Rule and regulation of institution.
3. Type of meeting.
4. Record keeping and management.
5. Leadership development pattern.
6. Resource mobilization and management.
7. Conflict and its resolution.
8. Other good things have done by of Institution
9. Recommendation for sustainable institution development.
 - a.
 - b.
 - c.
 - d.