

**ROLE OF NON-GOVERNMENTAL ORGANIZATION IN  
DEVELOPMENT OF NEPAL: THE CIVIL SOCIETY  
INDEX (CSI) PERSPECTIVE IN KARNALI ZONE**



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### **CERTIFICATE**

This is to certify that the thesis entitled **“Role of Non-Governmental Organization in Development of Nepal: The Civil Society Index (CSI) Perspective in Karnali Zone”** submitted for the award of degree of “Doctor of Philosophy” in **Management Faculty** is a genuine record of the bonafide research work carried out by **“Kushendra Bahadur Mahat”** under my guidance and supervision. No part of the thesis has been submitted for any other degree or diploma elsewhere. He has worked on this subject for a minimum period of 24 months from the date of registration as required under ordinance of Dr. K. N. Modi University, Newai, Rajasthan, India

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## **DECLARATION**

I hereby declare that this thesis is compiled by me in its original form and that it has not been submitted anywhere for any award of the degree or diploma of other similar degree, with any other institute of higher education

Kushendra Bahadur Mahat

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## **ABBREVIATION**

AGEP	:	Adolescents Girls Empowerment Program
AID	:	Action in Development
AIDS	:	Acquire Immune Deficiency Syndrome
ATL	:	Active Teaching Learning
BC	:	Before Christ
CBOs	:	Community Based Organization
CDF	:	Comprehensive Development Framework
CFL	:	Child Friendly Learning
CIDA	:	Canadian International Development Agency
CIREFCA	:	International Conference on Central American Refugees
CIVICUS	:	World Alliance for Citizen Participation
CO	:	Community Organization
CS	:	Civil Society
CSI	:	Civil Society Index
CSO	:	Civil Society Organization
DAO	:	District Administration Office
DDC	:	District Development Committee
DEPROSS		Development Project Service Center
DFID	:	Department for International Development
DIA	:	Development in Action
ECD	:	Early Childhood Development
EIA	:	Environmental Impact Assessment
FAO	:	Food and Agriculture Organization of the United Nation

FGD	:	Focus Group Discussion
FM Radio	:	Frequency Modulation Radio
GEF	:	Global Environment Facility
GMT	:	Greenwich Mean Time
GONGO	:	Government Organization and Non-Governmental Organization
GOV	:	Government
HDI	:	Human Development Index
HIV	:	Human Immunodeficiency Virus
HQ	:	Headquarter
ICRC	:	International Committee of the Red Cross
IDS	:	Integrated Development Society
IEC	:	Information, Education and Communication
INGO	:	International Non-Governmental Organization
IT	:	Information Technology
KIRDARC	:	Karnali Integrated Rural Development And Research Centre
KMNTC	:	King Mahendra Trust for Nature Conservation
MCH	:	Maternal Child Health
MDGs	:	Millennium Development Goals
NGO	:	Non-Governmental Organization
NNGO		Northern Non-Governmental Organization
SNGOs		Southern Non-Governmental Organization
NPC	:	National Planning Commission
NTFP		Non Timber Forest Product
ODA	:	Overseas Development Association



ODF	:	Open Defecation Free
PACT	:	Project for Agriculture Commercialization and Trade
PARinAC	:	Partnership in Action () for consultations
PRODERE	:	Development Program for Displaced Persons, Refugees and Returnees in Central America
PRSP	:	Poverty Reduction Strategy Paper
PTA	:	Parent - Teacher Association
SA	:	Social Audit
SAP-Nepal	:	South Asian Partnership Nepal
SRI		Social Responsible Investment
SMC	:	School Management Committee
SWC	:	Social Welfare Council
UNAIDS	:	Joint United Nations Programme on HIV/AIDS
UNDP	:	United Nation Development Program
UNESCO	:	United Nation Educational, Scientific and Cultural Organization
UNFPA	:	United Nations Population Fund
UNHCR	:	UN High Commissioner for Refugees
UNICEF	:	The United Nations Children's Fund
VDC	:	Village Development Committee
WFP	:	World Food Program
WHO	:	World Health Organization
WWF	:	World Wild Fund for Nature's

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## **Preface**

The topic of this study was “Role of Non-Governmental Organizations (NGOs) in development of Nepal: The Civil Society Index (CSI) Perspectives in Karnali Zone”. Non-Governmental Organizations are one of the most trusted and visible institutions recognized by community, donors, Nepal government and development stakeholders. Nepal government has established a formal authorized institution Social Welfare Council (SWC) to coordinate, monitor and support I/NGOs to create favorable environment and mobilize NGOs working effectively in each and every development sector as development partner of government. NGOs have been facilitating and supporting development activities in every sector to achieve the development goals of Nepal government.

The study was focused to find out the role of non-governmental organizations (NGOs) in overall development of Karnali Zone, Mid-western Development Region of Nepal. Karnali Zone has covered the five mountain districts Dolpa, Humla, Jumla, Kalikot and Mugu. The study adopted the Civil Society Index (CSI) as the theoretical base to measure the status and contribution of NGOs, enabling and impending factors of NGOs and finally to develop the NGO assessment criteria.

The general objective of this study was to examine the perception of the NGO executive board and staff member of the local NGO, beneficiaries, civil societies and government of the Karnali Zone on the contribution of Non-governmental Organizations (NGOs) in development and change of communities in Karnali Zone. Specific objectives were to identify the status of NGOs of Karnali Zone on the basis of its structure, environment, values and Impact; explore the contribution of NGOs in development and change of Karnali Zone; identify the enabling and impeding factors of NGOs working in the Karnali Zone and develop the NGO assessment criteria based

on Civil Society Index (CSI) to assess the status of the Non-Government Organization in Karnali Zone.

The study was particularly based on the Pragmatic philosophy. It had applied deductive and exploratory research approaches. Concurrent mixed method was applied to crosscheck the findings of the quantitative and qualitative study. Conceptual framework had been designed based on Civil Society Index (CSI) and related NGOs theories. Various research instruments such as survey questionnaires, in depth interview, focus group discussion, observation, case study and workshops were used in this research.

A total of 562 respondents were selected from 5 groups; beneficiaries (n = 400), NGO board (n = 56), NGO staff (n = 56), government representatives (n = 25) and civil society (n = 25). In district wise respondents were Dolpa (n = 66), Humla (n = 82), Jumla (n = 146), Kalikot (n = 174) and Mugu (n = 94) by using the simple random sampling. Similarly, a total of 45 interviewed beneficiaries (n = 20), NGOs board (n = 5), NGOs staff (n = 5), government representative (n = 10) and civil society representative (n = 5). A total of 15 focus group discussions were conducted. 56 NGOs and 25 communities were observed by using the rating scale. A total of 15 case studies collected. Multistage Random Sampling was used to deduct the size of study area on the basis of logical reasoning and simple random sampling was adopted to select the respondents.

Quantitative data was analyzed through Cross tab, Frequency Table, ANOVA, Multiple Comparison (bonferroni test), Correlation, by SPSS and observation in Excel. Similarly qualitative data was manually transcribed and analyzed in descriptive way.

The study found the significant differences among the five study districts in relation to the structure, environment, values and impact of the NGOs at the  $p = .000$  significant value from the analysis of ANOVA.

Following the district based analysis; the study also explored the data from the respondent perspectives. The perceptual analysis of responses of respondents shows that there was only significant differences in structure at the  $P\text{-value} = 0.007$  at 95% confident interval. The rest three major elements; environment, values and impact were found no significant difference among the types of respondents. The overall organizational status of NGOs was observed and rated 74.46% good from the physical observation of the NGOs in all five districts. As well as, the NGOs had done significant contribution in the development and changes of community found 72% from community observation.

NGOs have significantly contributed in health service improvement, educational development, economic development, environmental development reducing climate change hazards, infrastructure development, empowerment of all socially, politically, economically, culturally, and geographically backward people including women, youths, children and other marginalized groups. Similarly, contribution was observed in the promotion of human rights, media and information technology, and child right.

The study also identified that the will power of NGOs working in Karnali Zone, donor interest and contribution in Karnali Zone, Structural factors, Environmental factors, Ethical factors, Program based factors, Policy factors and Institutionalized democratic practices were the enabling factors for the implementation of NGO's activities. Similarly, impeding factors were geographical factors, weak planning and implementation of program, dependent mentality, lack of

trained human resources, inadequate coordination, support between the stakeholders, lack of monitoring and supervision from Government agencies, and socio-economic problem.

The study developed the NGO assessment criteria. There were 25 sub elements and 74 indicators in the CSI but this study has finalized 33 sub elements and 137 criteria through modification, addition and deletion of the existing CSI criteria to develop the NGO assessment criteria. Among 137 developed criteria 14 criteria have not been changed, 70 criteria have been added, 53 criteria have been modified and 3 criteria have been removed.

The study had found the significant contribution of the NGOs in development of Karnali Zone. From the theoretical perspective, the study had adopted the CSI indicators as the base of study to identify the NGO's status, its contribution and enabling and impending factors and finally develop the NGO assessment criteria. The contributions seemed better in every element of NGOs in Kalikot district among five districts. Similarly, Humla district was ranked second in structure and environment but Jumla was ranked second in values and impact. Mugu was ranked fourth in every element and Dolpa was the last one in each element from the every perspective.

The willingness of I/NGOs, donor interest and government priorities and improving development scenarios were the enabling factors whereas minimum physical facilities in hard-to-reach area, lack of human resources, weak planning and implementation and lack of coordination were impending factors of NGOs. The whole analysis of data supported to develop the NGO assessment criteria and proved that the existing indicators defined by CSI were not enough to measure the performances of NGOs in the context of Karnali Zone.

So, finally, new NGO assessment criteria were developed with the modified and new additional assessment criteria. There were 74 indicators in CSI which finally came in 137 criteria as NGO assessment criteria of this study. The programming, human resources, financial management, institutional system and monitoring and evaluations focused criteria were emphasized and newly added from the study.

**Keywords:** Civil Society, Civil Society Indicators (CSI), Contribution, Environment, Impact, NGOs, Role, Structure, Values



# **Chapter - One**

## **Introduction**

### **1.1 Background of the study**

The study has focused on the role of non-governmental organizations (NGOs) in the overall development of Karnali zone of Nepal. Karnali Zone has covered the five districts; Dolpa, Mugu, Humla, Jumla and Kalikot which are geographically located in high mountainous area. So, from the development perspective, it has not been ranked in the developed region yet and remained back ward. In comparison to other zones and districts of Nepal, Karnali Zone is ranked in the lowest Human Development Index (HDI) and remaining the same in constant patterns (Nepal Human Development Report , 2014).

The people of these five districts are facing the crisis of basic needs also. To overcome the mess, various governmental and non-governmental organizations have been working for years there focusing on infrastructure and socio-economic development of this Zone. Nepal government has established a formal authorized institution named Social Welfare Council (SWC) to coordinate, monitor and support I/NGOs to create favorable environment and mobilize NGOs working effectively in each and every development sector as development partner of government. NGOs have been facilitating and supporting development activities in every sector to achieve the development goals of Nepal government.

The non-governmental organization formally began 66 years ago with the establishment of 'Shree Chandra Kamdhenu Charkha Pracharak Mahaguthi'. The objectives were to participate in the country's development in order to supplement to government efforts, to arouse general awareness and to empower common people

(NPC, 2013). NGOs have been increasing massively in Nepal after the restoration of the multi-party democracy in 1990. According to the record of Social Welfare Council (SWC), in 1992, SWC Nepal provided affiliation to 576 NGOs which increased to 30276 at the end of July 2010. Total 563 NGOs were registered in Karnali Zone at the end of July 2010. The data showed that total of 39,758 NGOs were affiliated till 16 July 2014. It reveals that 9482 (31.32%) NGOs increased within 4 years. Among the total, 766 NGOs were affiliated in Karnali Zone which reveals 203 (36.05%) increment. Comparatively, increasing rate of NGO in Karnali zone was higher than the National level.

The NGOs are working on the environment sector, forestry sector, wildlife sector and national development; poverty, human right, HIV and AIDS, health, etc. (Bhandari, 2014). Nepali NGOs have a positive role for human empowerment, training, and democratization of the country. NGO Federation of Nepal (NFN) emerged as an umbrella organization of NGOs in the aftermath of democratic political change and establishment of multiparty parliamentary system in 1990. Since its establishment in 1991, the NFN apart from defending NGOs' autonomy has been fighting for promoting human rights, social justice and pro-poor development. Today, it has evolved as a leading civil society organization in Nepal with 5,643 NGOs affiliated to it from across the country and has also received Special Consultative Status from UN Economic and Social Council ([www.ngofederation.org](http://www.ngofederation.org)).

A fact is that NGOs have been reluctant to see as necessarily a bad thing (Whaites, 1998). NGOs can be defined as "self-governing, private, not-for-profit organizations that are geared to improving the quality of life of disadvantaged people" (Vakil, 1997). According to the new model, development would now be promoted from below, and NGOs would be the ideal vehicle for reaching and including the

"people" (Perry, 2000). NGOs are today visible, noticed, and acknowledged (Tandon, 2000).

A belief that the comparative advantage of NGOs - the quality of their relationships with beneficiaries, their capacity to experiment, and their capacity to be flexible in relation to local contexts - (Hulme, 1992). Activists and NGOs are generally non-profit groups "organized primarily around ideas: around a collective commitment to some shared belief or principle" (Spar, 2003).

NGO advocacy has become more focused, more strategic, and has made more effective use of the media. NGOs have learned to gain access to and use the political processes, structures, and institutions of their home countries as well as those of the multilateral agencies (Anderson, 2000). NGO (They) have had different and differing inputs into the development process. Not surprisingly they have different concepts of what constitutes sustainability. Even within the same community there is diversity in the analysis and approaches, reflecting the complexity of the issues (Yap, 1989/1990).

Although NGOs are non-party/politically affiliated organizations and have no explicate political missions, however, given the nature of their activities and funding dependency political significance of NGOs should not be underestimated (Ateljevic, 2008). According to Hadenius and Ugglä, NGO groups are part of civil society, are constructed beyond the networks of kin relations, and constitute an ensemble of private institutions 33 that include NGOs as well as religious groups and organizations, schools, and other constituencies organized to meet the needs of the voiceless and excluded-women, the landless, and the urban poor (Feldman, 1997).

NGOs seem to affect social capital both positively and negatively, depending on their intervention approaches. For instance, some NGOs appear to limit or block

social capital formation by providing direct services (Abom, 2004). All development decades have their emphases. The 1980s were dominated by an economic ideology of adjustment, coupled to an institutional doctrine promoting private enterprise and encouraging non-governmental organizations (NGOs) (Fowler, 1991). One of the recognized strengths of NGOs is their ability to reach the poorest groups whom official aid and government channels cannot reach (Gibson, 1993).

It is believed that there is an increasing role of civil society in development initiatives, especially poverty reduction and mainstreaming developmental activities. However, in most countries, there is a crucial lack of a body of knowledge about the characteristics, roles and impact of civil society towards positive social change. NGOs have identified several functional as well as procedural constraints in effective implementation of development projects (Behar, 1998).

## **1.2 Statement of the Problem**

In the last few years, there has been a huge concern among the civil societies, government and international development partners about improving the quality of the life of people. Nepal government along with the support of donor countries and multilateral funding agencies has invested huge resources to implement development projects through NGOs focusing marginalized communities and remote areas. To develop vulnerable communities and people ensuring services of basic need, several policies and guidelines have been formulated, amended with the help of INGOs and NGOs keeping ultra-poor communities in the center. Basing on the national policies and guidelines, many organizations including NGOs have spent a significant amount of resources towards assessing development initiatives through project intervention. The focus of all these investments and efforts is to create the equitable and prosperous

society; however, such investment is not always based on the proper assessment of the local needs and expectations.

As the number of NGOs increases, competition for scarce resources also increases (Smillie, 1994). Donors will increasingly favor those NGOs that already have strong management systems or are in the process of putting them in place (Lenihan, 2006). While NGOs clearly compete with each other for public recognition, media attention and private donor support, there is, with a few exceptions, generally little competition - in the true sense of the word - for government funding. Although many governments provide support on a project-by-project basis, most NGOs in most countries have reasonable expectations of continuing support from year to year (Smillie, 1994).

Increasingly, NGOs are being seen as one type of institution in the 'third sector' of society. The organizations in this sector differentiate themselves from governments and commercial enterprise in that their purposes are driven by values, whereas the primary objectives of governments are to control and regulate, and those of businesses are to make profits for the owners (Fowler, 1991).

Regarding the role of Non-Government organizations in development of the Karnali Zone with the perspective of Civil Society Index (CSI), it has tried to explore the status of development, quality of the performance of NGOs and various enabling and impending factors of the NGOs. As a civil society organization, NGO also produces desirable output which can be measured through key four aspects: environment, structure, values and impact.

Karnali Zone is far behind in terms of infrastructures development and human capital as compared to other rural and urban areas of Nepal (lowest HDI of the country). NGOs contributed significantly in the development of the Zone even in the

absence of state mechanism during the conflict period in Nepal since 1996 to 2008. No systematic study has so far been carried out on assessing the contribution made by NGOs in this zone. On the other hand, application and developing a locally applicable Civil Society Index to assess the status of NGOs has been equally found a challenging task. While working in this area, this study has always been intrigued by the issue of the governance and institutional development of NGOs and contextualizing the existing CSI criteria to the Karnali zone. Similarly, the researcher is intrigued with the problem regarding the structure, value, environment and impact of NGOs in this remote part of Nepal. Assessing their role and impact in local level development at Karnali Zone is equally a challenging task.

The implications of this problem are clear; a problem exists somewhere in the process of developing and applying relevant approaches to mainstreaming development in Karnali. In the context of Karnali Zone, what could be the broadly accepted CSO assessment criteria? Unless it can be developed and implemented properly, role of NGOs in Karnali's development efforts will be a distant dream. This gap encouraged the researcher to carry out this study i.e., Role of Non Governmental Organizations in development of Nepal: The Civil Society Index (CSI) perspective in Karnali Zone.

### **1.3 Significance of the Study**

The study was exploring the role of the NGOs and developed the NGO assessment criteria. It is true that roles of NGOs, its contribution and techniques to evaluate the performance of NGOs are affected from the various socio-cultural, political and environmental factors and it may vary from country to country. So, any conclusion drawn from studies in a particular context may not be relevant to the other

local context which emphasizes the greater need of such studies at national and local level.

Over the past three decades NGOs have exploded in number and become influential players in world politics, although largely ignored by scholars for many years, the academic literature has now caught up with these trends and topic of global activism has emerged as major new focus of research in political science and sociology (Reimann, 2006). NGOs have become dominant actors in the development sector over the past three decades, a meteoric rise to prominence with the simultaneous increases in poverty, inequality and marginalization across the globe (Pillay, 2010). NGOs are better run today than they once were, and one aspect of that improved management is having a growing and more secure revenue source (Ahmed, 2008). NGOs have become important partners in the development aid sector, controlling about 30% of the total Overseas Development Aid (ODA) budget (UNDP, 2002).

Over the past 30 years, the number of NGOs and the scope of their work have expanded significantly. Although there is little evidence to support this belief, NGOs are perceived as being more effective at delivering development aid, and more responsive and flexible than governments and multilateral agencies (Lenihan, 2006, p. 412). The positive characteristics ascribed to NGOs are the characteristics of small organizations - flexibility, lack of bureaucracy and closeness to the target group (Stewart, 1997).

There is a growing trend toward direct funding for Third World NGOs by CIDA and other bilateral agencies, as they prove themselves reliable and effective (Brodhead, 1986). NGOs are increasingly concerned with strategic planning, evaluation, institutional learning, and 'distinctive competence' (Edwards M. ,

1993). State welfare is today caught between two opposite forces—the demands of the working classes for more welfare and the pressures of capitalism to reduce state intervention in economic and social relations. One of the responses of the private sector to this has been the establishment and strengthening of the NGO sector (Duggal, 1998)

The study specifically examined how an NGO can be an effective mechanism of development. It aimed not only to support NGOs management and its improvement efforts by giving empirical evidences but also to initiate an era of academic research on NGO effectiveness in Nepal. Previous researches on role of the NGOs in development and NGO management were predominantly found to have biased towards studying role of the NGOs in development and assessment criteria most of them may not be relevant to the Nepalese context as they were based on their own legal provisions, specific needs and socio-economic context. Some studies on role of the NGOs in national development carried out in Nepal were too narrow, focusing partially in a fragmented way.

NGOs assessment criteria or indicators relevant to non-government organization have been developed by assessing the NGOs located in the five districts of Karnali Zone. The results are expected to benefit the non-government organization, government, beneficiaries and donor agencies, civil society actors and NGO board and staff members by reforming policies and procedures, establishing effective mechanisms to create favourable environment, designing programmes and effective implementation as well as establishing monitoring and support systems from local to national level to synergize the NGO contribution.



## **1.4 Objectives of the study**

The general objective of this study is to examine the perception of the NGO executive board and staff member of the local NGO, beneficiaries, civil societies and government of the Karnali Zone on the contribution of Non-governmental Organizations (NGOs) in development and change of communities and to develop the NGOs assessment criteria in Nepalese context.

The specific objectives of the study were as following:

### **Specific objectives**

1. To identify the status of NGOs of Karnali Zone on the basis of its structure, environment, values and Impact,
2. To explore the contribution of NGOs in development and change of Karnali Zone,
3. To identify the enabling and impeding factors of NGOs working in the Karnali Zone,
4. To develop the NGO assessment criteria based on Civil Society Index (CSI) to assess the status of the Non-Government Organization in Karnali Zone

## **1.5 Research Questions**

The research questions of this study are focused on examining the magnitude of NGOs which are contributing to socio-economic transformation of Karnali Zone.

The following research questions were addressed in this study:

1. What is the status of Non Governmental Organizations in the Karnali Zone?
2. What is the role of Non-Government Organizations in development of the Zone?

3. What are the enabling and impending factors of Non-Government Organizations development in the Zone?
4. Is Civil Society Index Relevant to assess the status of the Non-Government Organization in Karnali Zone?

## **1.6 Research hypothesis**

The research hypotheses of this study were:

1. There is no significant difference between the structure and types of district of Karnali Zone
2. There is no significant difference between the environment and types of district of Karnali Zone
3. There is no significant difference between the values and types of district of Karnali Region
4. There is no significant difference between the impact and types of district of Karnali Zone
5. There is no significant difference between the structure and types of respondent of Karnali Zone
6. There is no significant difference between the environment and types of respondent of Karnali Zone
7. There is no significant difference between the values and types of respondent of Karnali Zone
8. There is no significant difference between the impact and types of respondent of Karnali Zone
9. Non-Government Organizations significantly contributed in development of the Karnali Zone

10. Nepal Government policies play the significant role to create the enabling environment for NGOs to perform their works,
11. Socio-culture and political environment play the role as impeding factors to perform the works of NGOs,
12. The Civil Society Index (CSI) can be adjusted to reflect local context to assess the NGOs performance and their status.

### **1.7 Philosophical backing of the study**

The main purpose of this study was to identify the NGOs status, its contribution in development and change as well as to develop the assessment criteria for evaluation of NGOs. So, to meet the objectives of this study, it had to adopt the mixed method. The structured questionnaires, in-depth interview with experts, and focus group discussion with NGOs' beneficiaries were administered by the study and conclusion was drawn based on the results.

Researcher became the problem-centered and used the mixed tools to collect the data. So, the study was based on the pragmatic philosophy. According to the John W. Creswell and Vicki L. Plano Clark, "pragmatism, is typically associated with mixed methods research. The focus is on the consequences of research, on the primary importance of the question asked rather than the methods, and on the use of multiple methods of data collection to inform the problem under study. Thus, it is pluralistic and oriented toward "what works" and practice" (Clark J. W., 2011).

Creswell and Clark further stated that many mixed method writers have moved on to identify the "best" worldview that provides a foundation for mixed method research. Tashakkori and Teddlie (2003a) suggested that at least 13 different authors embrace pragmatism as the worldview or paradigm for mixed method research. Pragmatism is a set of ideas articulated by many people, from historical

contemporaries, such as John Dewey, William James, and Charles Sanders Peirce, to contemporaries, such as Cherry Holmes (1992) and Murphy (1990). It draws on many ideas, including employing "what works", using diverse approaches, and valuing both objective and subjective knowledge. Tashakkori and Teddlie (2003a) formally linked pragmatism and mixed methods research, arguing the following points:

- Both quantitative and qualitative research methods may be used in a single study. The research question should be of primary importance – more important than either the method or the philosophical worldviews that underlies the method.
- The forced-choice dichotomy between post-positivism and constructivism should be abandoned.
- The use of metaphysical concepts such as "truth" and "reality" should also be abandoned.
- A practical and applied research philosophy should guide methodological choices (Clark J. W., 2011).

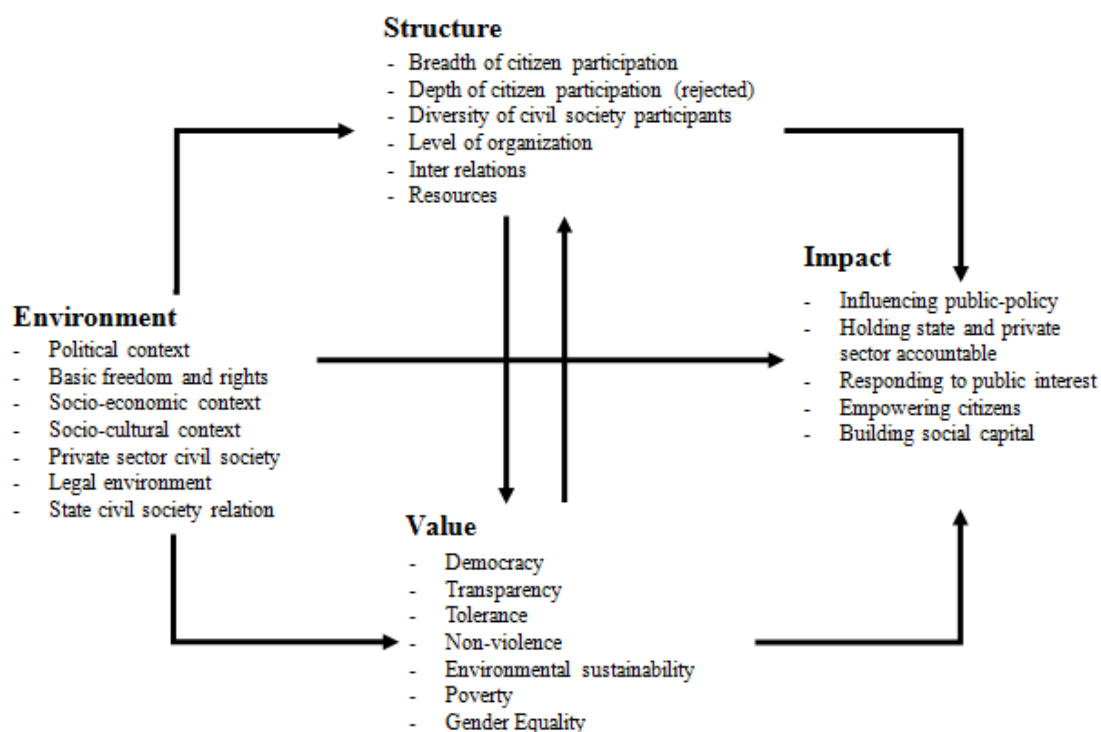
## **1.8 Theoretical framework**

There are various theories related to the development and change of society. Many of these theories are related to this study that has clearly elucidated the importance of NGOs in development of society and the need of NGOs assessment criteria.

The study reviewed the theories; trust theory, welfare state, Interdependence, social origin, and supply side theory and adopted the theoretical ideas. Besides that the study also reviewed the conceptual ideas of Civil Society Index (CSI). The CSI is developed by Prof. Dr. Helmut Anheier, London School of Economic in 1999 and

already applied in 67 countries to assess the contribution of the Civil Societies. The study has combined the theoretical ideas of established theories and conceptual ideas of CSI to develop the conceptual framework of this study.

**Figure 1: Theoretical Framework of CSI**

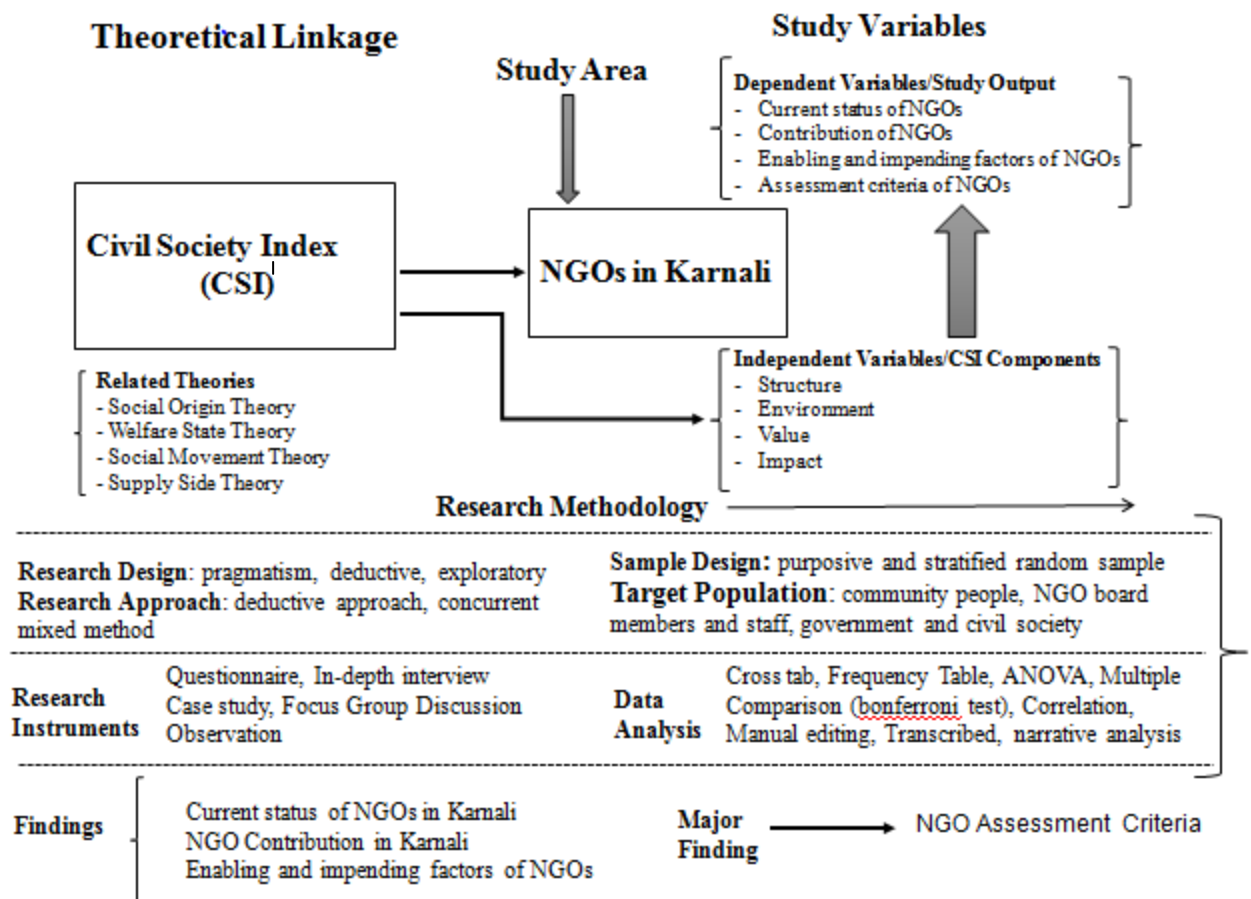


## 1.9 Conceptual Framework

The following conceptual framework has been developed on the basis of the model of Civil Society Index (CSI) developed by Prof. Dr. Helmut Anheier, London School of Economic in 1999 following various theories such as welfare state, social origin, trust theory, social movement and supply side theory. This research examined the variables stipulated in CSI model i.e. structure, environment, value and impact in the context of Karnali Zone and contextualised the model to the local context. The revised assessment criteria can be developed by assessing the existing criteria, enabling and impending factors and contribution of NGOs in the overall development.

The schematic diagram of the conceptual framework has been shown in the figure no 2 below:

**Figure 2: Conceptual Framework of research study**



The main concept of Welfare State Theory is to address the entire needs and problems of people by state alone. But in practice it is not possible to address all the requirements of citizens so state should create the enabling environment for non-profit organization to provide the service to the needy people. In the context of Karnali Zone, it is geographically located in the mountainous area so efforts of state alone may not be more effective to address the all problems. As the result of existing situation, various NGOs are working in that particular area.

The study also adopted the concept of Interdependence Theory because there is inter-relation and inter-dependency between non-profit organization and government. As Government develops the social welfare activities to address the social needs and problems of the citizen with the joint collaboration of non-governmental organization as development partners, there should be mutual collaboration between the government and non-governmental organizations from the very beginning to impact assessment to find out the remarkable contribution of these communities centred non-governmental organizations. In Nepali context, public private partnership approaches have been found more effective so government also has provision to work together with NGOs and professional institutions.

On the basis of adopted theoretical ideas; the conceptual framework explains the major four elements having with various sub elements of NGOs. It shows the casual relationship between major elements of NGOs in its out puts. The major four elements cover: Structure, Environment, Values and Impact. Similarly, each major element has five to seven sub elements which determine as the assessment criteria of NGOs. Altogether, there are twenty-five sub elements which are followed by seventy-four criteria. The conceptual framework also shows the output variables of NGOs activities. The output variables are: development contribution, current status, enabling and impending factors and new assessment criteria. The development contributions are major considering the theoretical ideas of trust theory, welfare state theory, independence theory and supply side theory. The discussions part of the study analysed the contribution of NGOs in relation to the adapted theory and CSI.

### **1.10 Limitations of the Study**

This study has several limitations. First, the study is partial fulfillment of the PhD thesis which was carried out in the Karnali Zone. Second, data were collected on

a specific group of people and belonging to a specific work environment. Lastly, the scope of this study is also limited in terms of time availability and budget for such kind of study.

### **1.11 Delimitation of the study**

The study has following delimitations:

1. The study of the NGOs carried out only in Karnali Zone, so the findings may be varied with study of other Zone and development regions of Nepal.
2. The study developed the NGO assessment criteria on the basis of Civil Society Index (CSI), so the criteria may be varied with the NGO assessment criteria developed by development practitioners.

### **1.12 Operational definition of key words/terms**

**Role:** The word "Role" is defined as the activities of NGOs which directly affect the society.

**Non-Governmental Organization:** The organization which is registered as the nonprofit organization under the Social Welfare Act, 2049" (1992) in District Administration Office (DAO) and affiliated with Social Welfare Council (SWC) of Nepal.

**Civil Society Index (CSI):** The indicator developed by Prof. Dr. Helmut Anheier in 1999 to measure the civil society. CIVICUS has defined CSI is a participatory needs assessment & action-planning tool for civil society.

**Structure:** The structure is defined as the structural characteristics of the NGO: Breadth of citizen participation, Diversity of civil society participants, Level of organization, inter-relations, resources (Financial, Human resources, Information Technological (IT), infrastructural



resources), Monitoring and Evaluation and Programs.

**Environment:** An environment refers those factors which directly or indirectly affect the performance of NGOs.

**Value:** The value is defined in relation to the institutional ethics covering the objective based accountability, transparency and democratic practices and attitudinal characteristics.

**Impact:** The impact refers to the result based contribution of NGO in public plan and policy of government and private sectors as well as NGO itself.

### 1.13 Assumptions of the Study

The design of this research work was based on the following assumptions:

1. There is availability of enough number of beneficiaries, non-beneficiaries, NGOs board and staff member, government and civil society actors for survey in the specific site. The main assumption of this study is that the respondents selected are a representative sample of the respondents in the Karnali Zone.
2. The respondents are cooperative and unbiased on reporting their opinion regarding NGOs role and contribution in the Karnali Zone and other issues.
3. The respondents don't feel any difficulty to express them fully. The respondents are cooperative and give some free time to respond the questionnaires and interviews questions.
4. NGOs board and staff member are cooperative and give free time by institution to respond the questionnaires and interviews.
5. The political condition of the country and local environment does not interfere to the research work.

### 1.14 Demographic background of the study area

Nepal, the country of high Himalayas, majestic mountains, strange wildlife and diverse cultures is a world in itself. Nepal has a unique landscape stretches from the pinnacle of Mt. Everest to the Terai low lands where diverse human cultures and natural habitats can be found. Nepal is the birth place of Lord Buddha. Its Northside China and three sides surrounded by India. The length of the kingdom is approximately 885 km east to west, and breadth 193 km north to south. The total area of the country is 147, 181 sq.km. Kathmandu is the capital city of Nepal.

*Area:* 147,181 Sq. Km

*Official Name:* Federal Democratic Republic of Nepal.

*Capital:* Kathmandu is the capital city of Nepal. *Time:* Nepal time is +5.45 hours ahead of GMT

*Population:* 26.49 Million (according to 2011 census)

*Language:* Nepali is the national language. However travel-trade people understand and speak English as well.

*Location:* Situated between China in the north and India in the South, East and west.

*Currency:* Nepali Rupee

*Political:* Multi-Party System of Democracy.

*Religion:* Nepal is a secular state with a pre-dominance of Hindus and Buddhist Population.

*People:* Nepal has more than 105 ethnic groups and 92 spoken languages.

*Study Area:* Karnali Zone which is one of the 14 Zones located in Midwestern Development of Nepal. It is the largest Zone of Nepal which covers 15% geographical area of the nation. Its zonal headquarter is in Jumla from where the national language Nepali was originated. It has two national parks and lakes; Rara and Foksundo in

Karnali but still road not access in Dolpa and Humla though air linked each district except Kalikot.

### **1.15 Organization of the Thesis**

This thesis has been divided into five chapters. Preface has been placed in the beginning and then the first chapter describes the introductory part of the report and the second chapter deals with the reviews of the literature. The third chapter describes the material and methods in detail and the fourth chapter describes the main part of the report that contains the observation. This part has been subdivided according to the research questions. So, research questions from one to four are separately presented in this chapter. The fifth chapter summarizes the findings, draws conclusions and provides recommendations. The final part of this report includes references cited in this study and a series of appendices and the publications. The format of the chapter plan is as follows:

Preface

Chapter One: Introduction

Chapter Two: Review of Literature

Chapter Three: Material and Methods

Chapter Four: Observations

Chapter Five: Discussion

References

Appendices

Publications

## **Chapter - Two**

### **Review of Literature**

The main purpose of this chapter is to review the previous research based literatures to develop the epistemology of research problem. The chapter is divided into several sub-headings to specify the theoretical understanding of content and to identify the study gap.

#### **2.1 Concept of Non-Governmental Organization (NGO)**

The need for unpacking the literature becomes clear when we consider the degree to which the literature on NGOs relies upon several key terms participation, empowerment, local, and community each of which has been given a variety of meanings and linked in different ways to analysts' perceptions of the origins, capacities, objectives, and impacts of NGOs (Fisher, 1997).

The definition of NGOs: are grassroots or popular organizations usefully put into the same category as intermediary in situations? (Pearce, 1993). Non-governmental organizations (NGOs) have a long history of promoting grass-roots membership organizations, but have made few attempts to document this experience in ways that are accessible to external audiences (Howes, 1997).

A Taxonomic Approach to NGOs - There is as yet no universally acceptable definition of "nongovernmental organization"(NGO). Yet defining NGOs is fundamentally less important and useful than understanding what they do, who their members are, and where their money comes from (Simmons, 1998). But the term NGO embraces a vast diversity of institutions – people's indigenous organizations, grassroots movement organizations, government-sponsored organizations, intermediary or 'bridging' institutions, advocacy institutions, and international NGOs

(INGOs) which are run by their own members, networks and federations (Maskey, 1998).

The term "non-governmental organization" (NGO) is a post-World War II expression which was initially coined by the United Nations (UN). When the UN Charter was adopted in 1945, it was stipulated in Article 71 that NGOs could be accredited to the UN for consulting purposes. Thus, scholars first mainly applied the term NGOs only when referring to those societal actors which are (because of UN criteria) international bodies and engage within the UN context. In recent decades, especially since the 1980s, the term NGO has also become popular for societal actors of all sorts engaged outside the UN framework, internationally and nationally, and has indeed been increasingly adopted more broadly by academics as well as by activists themselves (Martens, 2002).

Recent years have seen development NGOs making significant efforts to show how they are performing, a trend impelled by three factors: a) stricter requirements attached to official aid, which is a fast-growing proportion of NGO funds; b) doubts about NGO claims to be more effective than governments; c) post-Cold War shifts in the role of NGOs, which increase their own needs to know what is being achieved, in order to manage the processes of organizational reorientation and transformation (Fowler, 1996). Associations designated as NGOs differ from one another in functions; the levels at which they operate; and organizational structures, goals, and membership (Fisher, 1997).

Clearly, the NGO development paradigm, described as an alternative development paradigm, contained within itself the seeds of significant future evolutions and had in itself a number of significant analytical dimensions (Tandon, 2000). Nonprofits may face challenges to their accountability, since the structure of

the nonprofit sector provides few mechanisms to ensure that the incentives of nonprofit boards and managers are aligned with those of key stakeholders and resource providers (Gugerty, 2009).

Good rules of the game thus came to displace good citizens as the *sine qua non* of good government (Gintis, 2002). Social capital generally refers to trust, concern for one's associates, a willingness to live by the norms of one's community and to punish those who do not. These behaviors were recognized as essential ingredients of good governance among classical thinkers from Aristotle to Thomas Aquinas and Edmund Burke (Gintis, 2002).

The meteoric rise of voluntary-sector-led development, the inter-organizational relationships within the 'voluntary development chain' need to be scrutinized, especially in relation to the supposed ability of NGOs to promote a culture of popular participation and political activism (Kapoor, 2005). INGOs should revisit the idea of working directly with the people and their organizations or with networks of local NGOs and CBOs/POs-many of which have managed to secure foreign contribution that would permits such partnership (Kapoor, 2005).

NGOS have made a very significant contribution to the creation of a global culture of compliance with human rights. Thanks to NGOS' efforts, while governments or other perpetrators are seldom held legally accountable, they do feel and act upon the pressure of public opinion, shame and the threat of political isolation (Tuijl, 2000). The voluntary sector encompasses a broad range of organizations, including nongovernmental organizations (NGOs), philanthropic organizations, community-based organizations (CBOs), grass roots organizations (GROs), nonprofit organizations (NPOs), and cooperatives (Ganapati, 2009). Finally, NGOs may

themselves sponsor funds, often focusing on a particular subset of SRI practices (Terrence Guay, 2004).

## **2.2 The Role of Non-Governmental Organization (NGOs):**

The role of NGOs in the present day context is vast and difficult to categories into specific compartments. However their specific role in the process of democratization could be put into the four categories such as role of empowerment, role of catalyst, role of facilitator and role of an advocator (Chand, 1998).

The appropriate role of NGOs: can we universally assume that by virtue of being outside the State, NGOs represent a force for democratizing development? (Pearce, 1993). One way to understand the role of NGOs in social change is as bridges or facilitators, helping to bring the process forward. This may occur incrementally or in a more piecemeal manner (Piper, 2004).

The relationship of NGOs and the community and NGOs and the State: is the emphasis on the need to 'scale up' and seek wider influence premature, where NGOs have not worked out their relationship with their local constituencies and 'beneficiaries' (Pearce, 1993)? The recent growth of nongovernmental organizations (NGOs) in many aid-recipient countries has attracted widespread academic attention. The case of Bangladesh has been particularly prominent in many discussions since it now contains some of the largest indigenous development NGOs anywhere in the world (Lewis D. J., 1997).

Every notable success of an NGO reinforces the view that: (a) NGOs are competent while governmental institutions are not; (b) that NGOs should be accorded even greater authority in the state; and (c) that NGOs deserve a larger share of the donor pie. In other words, the perceived successes of NGOs challenge the integrity of state institutions (Charles H. Kennedy, 1999). Viewing partnerships as one part of a

broader strategy in the development of the value-driven sector of society may help persuade NGOs to temper self-interest in their negotiations in order to achieve fundamental realignments in society for the common good (Fowler, 1991).

Many donors and NGOs argue that there is no conflict between a responsive, bottom up, flexible process 'a learning approach' and the project cycle, even when the project cycle is framed in the rational mode of a log frame (Wallace, 1997). Non-governmental organizations (NGOs) are playing an increasingly important role throughout the Third World in assisting war-related refugees. NGOS of various sizes, backgrounds and expertise have been giving both solicited and unsolicited help in regional 'hot spots' to alleviate the pain that accompanies war and displacement. As local conflicts of high or low intensity continue around the globe, host governments, the UN, and the ever-present superpowers are likely to look to NGOS for help (Baitenmann, 1990).

Some of the positive functions of NGOs are described as a) to educate people about laws, entitlements, etc; b) to advocate for changes in society or in structured inequality; c) to monitor governments both local and national so that the elites and multinationals are partly controlled; d) while providing credit and helping individual members improve themselves financially, to also empower women and the poor to stand up for them, to help create an alternative model of development; e) making use of participatory research and participatory decision-making, to try out experiments that the government bureaucracy is not capable of doing but might be interested in spreading if it is proven to be successful; and .to start processes that can spread from village to village without help of NGOs but just through empowered people (Mencher, NGOs: Are They a Force for Change?, 1999).



In recent years, good governance has become a new fad in development discourse. However, as noted earlier, the alternative development paradigm of NGOs focused a great deal on the 'bottom-up' process of development which was to be collectively constructed through participatory action (Tandon, 2000).

NGOs have done much to address the needs and issues of the 'poor across the world. However, much remains to be done with regard to understanding the effects that NGOs and their multiple approaches and agendas have on wider sociological processes such as the building of social capital and social organizing (Abom, 2004).

In the Nepalese context, the role of NGOs and Civil Societies are still service and development oriented. Civil societies play important roles in the changing of individuals' lives by bringing together diverse groups of people to solve social problems (Bhandari, 2014).

### **Classifications of the NGOs in Nepal:**

Social Welfare Council (SWC) classified NGOs in ten categories based on program such as Aids and Abuse Control, Community and Rural Development, Educational Development, Environmental Development, Handicapped and Disabled, Health Services, Moral Development, Women Services and Youth Services (SWC, 2013).

Similarly, studied carried out by IDS in 1985, NGOs are classified into three categories such as Social-Cultural, Community Services and Economic (IDS, 1985).

Likewise, PACT classified the NGOs in two categories, first Social Services and second is Transitional. Under the Transitional is Social service and some development promotion, mixed service delivery and development promotion, local development promotion, sustainable local development promotion and sustainable and geographically extendable development promotion (PACT, 1987)

SAP Nepal classification of the Nepalese NGOs into seven categories such as Social Welfare, Sectoral, Community Development, Income generation, Research and development, Target-oriented and Active groups (SAP-Nepal, 1988).

According World Bank NGOs classified into four categories i.e. Charitable NGOs (Service oriented NGOs), Participatory NGOs and Class Organizations (Empowering NGOs), Community Based Organization (Community Development Oriented Organization) and International Organization (NGO working more than one country).

#### **NGOs affiliated with Social Welfare Council:**

According to the record of Social Welfare Council (SWC) the NGOs information was as follows:

**Table 1: NGOs affiliated to Social Welfare Council (SWC)**

S.N.	Sectors	1992	16 July 2014	16 July 2014 in Karnali
1	Aids and Abuse Control	6	98	0
2	Child Welfare	14	1149	11
3	Community and Rural Development	179	25403	530
4	Educational Development	2	517	8
5	Environmental Development	16	1451	33
6	Handicapped and Disabled	12	758	13
7	Health Service	46	875	15
8	Moral Development	64	1146	9
9	Women Services	34	2967	63
10	Youth Services	203	5395	84
		<b>576</b>	<b>39758</b>	<b>766</b>

NGOs have been increased massively in Nepal after the restoration of the multi-party democracy in 1990. In 1992, SWC Nepal provided affiliation to 576 NGOs only but at the end of July 2010 there were 30276 NGOs in Nepal and 563 NGOs in Karnali Zone which was 5156% within 18 years in national perspective.

Similarly, a total of 39,758 NGOs were affiliated till 16 July 2014. It reveals that 9482 (31.32%) NGOs increased within 4 years but 766 NGOs were affiliated in Karnali Zone which reveals 203 (36.05%) NGOs increment till the above mentioned date.

Comparing with the national perspective, NGOs increasing ratio was more than national level in Karnali Zone because of NGOs interventions and its contributions. All these records reveal that people are being united and motivated to be engaged in social services gradually not only in Karnali Zone but also in whole country. Similarly, according to the record of SWC Nepal till July 2014, total 189 INGOs of different 26 countries had supported local NGOs through technical and financial support in Nepal making general and project agreement with SWC to better the life of people in need. Out of 189 INGOs, 21 INGOs were supporting their funds and technical expertise through NGOs in Karnali Zone.

### **2.3 Civil Society – Concept and principles**

*Ancient Period:* The German concept *Bürgerlicher Gessellschaft*, (bourgeois society) is commonly interpreted in English as civil society, a concept connected with the freedom to speak and associate without fear (Dahal, 2006). Civil society is theorized as an un-coerced autonomous space in which citizens organize themselves in voluntary organizations and associations to participate in social and political life (Walzer, 1995). Similarly, The Roman orator, Marcus Tullius Cicero (106-43 BC) had discussed about *civil is societas*, to refer to civil society. He argued that *civil is societas* should guide political affairs through philosophical persuasion rather than violence and defended the rational autonomy of citizens (Dahal, 2006).

Civil society, understood as the realm of private voluntary association, from neighbourhood committees to interest groups to philanthropic enterprises of all sorts,

has come to be seen as an essential ingredient in both democratization and the health of established democracies (Edwards M. W., 1996).

The interest in civil society reflects both a reaction against government and a desire to reconstruct energetic government on stronger ground (Jr., 1997). Hegel, de Tocqueville, and Gramsci, architects of modern civil society theory all sought to address dilemmas regarding the relationship between the state and civil society (Whaites, 1998).

Civil society is a notion with a long history (Delacruz, 2005). Over the last 200 years, philosophers and political scientists have used the term civil society to designate those elements and social arrangements between people and society that exist outside the state's reach or instigation (Delacruz, 2005).

In the civil-society arena, people voluntarily organize to defend common interests or work for social and political change (Orjuela, 2003). Civil society may contribute to democratization by mediating between citizen and state, mobilizing and conveying citizens' interests to government, constraining government behavior by stimulating citizen activism, and inculcating democratic values (Richard, 1998).

Given both the theoretical roots of the term civil society and the catalogue of functions described above, we can conceive of various forms and configurations of actual civil societies. We therefore now propose a general "realistic concept of civil society" that in essence can be utilized for both mature and new democracies (Merkel, 1999).

Civil society" sounds so nice that few people can believe something serious lies behind the debate the idea has provoked (Jr., 1997). Since the end of the Cold War there has been a global ubiquity to the concept of civil society among researchers and activists, and a widespread assumption among many policy makers in different

parts of the world of its global relevance to strengthening development and democracy (Lewis D. , 2001).

A major area of intervention in the effort to build civil society is the focus on advocacy as a tool of sociopolitical change (Belloni, 2001). The major changes affecting society are technological progress, internalization, urbanization, and polarization (Dowbor, 1998).

The language of civil society can also be used in “pragmatic” ways, as a guide to formulating a social and political strategy or action program for achieving a predefined or assumed political good (Keane, 2009). A new generation of civil rights leaders now focuses its work on eliminating social and economic disparities, particularly for the indigent (Ladner, 2000).

Nepal’s history treasures the importance given by the society to civic institutions, knowledge, skills and spirits. The emergence of civil society is historically linked with the rise of the notion of public space, a space rationally governed by the interest of the public. During the *Vedic* age (around 2000 BC), the age of knowledge and enlightenment, it assumed the character of critical discourse, thus linking rational knowledge to human life (Dahal, 2001).

The government policies after 1990 supported the growth of civil society in general by providing a legislative framework and defined roles in development work. These include the Social Welfare Act 1992 (SWA), the Ninth Plan document 1997 – 2002 and the Local Self Governance Act 1998 (Ingdal, 2007).

A set of formal and informal institutions working in the civic space of the Nepalese public can be categorized of the modern civil society groups such as Human Rights and Peace Institutions, Civic Groups, Social and Cultural Associations, Educational and Informational Institutions, Promotional and Protective

Interest Groups, Relief and Development Associations, Advocacy Groups, Public Trusts and Private Philanthropic Associations and Economic Society (Dahal, 2006).

## **2.4 Inter relation of NGOs and Civil Societies**

Under any definition of a social movement, the NGOs at the UN do now have some connections to all levels of one social movement, the environmental movement (Willetts, 1996). To analyzing NGOs as civil society actors or as third sector organizations with a definite and "morally good" mission ascribed to them, and instead focuses on a very powerful organizational category affecting civil society globally? development NGOs as part of a new, much broader international social system (Tvedt, 2002).

The ability to foster mutual understanding among peoples and states, and between people and states is considered vital by most NGOs (Woods, 1995). As agents of change, ENGOs help to open up the political field and expand civil society (Yang, 2005).

The relationship between NGOs, civil society and democratization is often assumed to be as follows: that while NGOs are part of civil society, they also strengthen it through their activities, which in turn supports the democratic process. Such a line of reasoning is informed by a particular vision of 'democracy', 'civil society' and the role that NGOs play in bolstering them. This vision is an unmistakably liberal one (Mercer, 2002).

The form of the institutional structures could differ among countries, depending on their political context (Ganapati, 2009). The natural catalyst in this relationship between civil society and municipal government are the INGOs. Over the years, even during wartime, INGOs established credibility and good contacts at the

grassroots level, and displayed their ability to transfer technical expertise, knowledge, administrative skills, and transparency to local NGOs (Blum, 2001).

Both the government and international community in Nepal find NGOs and civil society handy partners for development projects considering that they are less bureaucratic, more flexible, adaptable (Dahal, 2006). By sidestepping local elites, the allocation of funds to civic groups and NGOs seems a more promising approach towards helping create a sphere where moderation, tolerance, and the non-violent resolution of conflicts can take hold (Belloni, 2001). This, it seems, is the reality for the typical civil society, non-profit organization, or NGO, particularly those who actively attempt to pass judgment on other segments of the society (Weidenbaum, 2009).

The potential usefulness of the concept of civil society can be analysed across two dimensions it can be 'useful to act with' and it may also be 'useful to think with'. Despite the tendency for development donors to see civil society as a normative concept, and to seek the 'building' of civil society mainly through financial and organisational support to NGOs, there is no doubt that the recent interest by the development industry in civil society has helped to focus attention usefully on human rights, citizen action and institutions (Lewis D. , 2001).

'Civil society' has become a popular concept in both the analysis of the social bases of recent political change in Africa, and in external policy support for processes of liberal democratic political reform. In the latter case, civil society, as represented by a set of (largely urban) formal organizations and especially by NGOs with external links, is portrayed as the driving force behind and guarantee of democratization and the containment of the state (Allen, 1997).

I suggest that the practices and institutional characteristics of different NGOs may mask the shifting meaning of NGOs and of civil society, especially in discussions of civil society as a critical site for political struggle. A focus on nongovernment forms of intervention can elide the contradictory relations between NGOs and civil society, sustaining a view that NGOs are the key actors in or of civil society (Fernando, 1997).

Both the government and international community in Nepal find NGOs and civil society handy partners for development projects considering that they are less bureaucratic, more flexible, adaptable and issue-based. "Many hands approach" is useful to capture the hierarchy and complexity of Nepali society (Dahal, 2010).

## **2.5 Status of NGOs in world, Regional level and in Nepal**

In the early nineties, there were more than 50,000 NGOs working at the grass roots in developing countries, and their activities have affected the lives of 250 million individual (Basley, 1998). Non-governmental organizations and pressure groups have taken up this mission of providing a counterweight and are increasingly challenging the business world and influencing governments. They include special interest groups, activist groups, social movement organizations, charities, religious groups, protest groups and other non-profit organizations (Fassin, 2009).

As Anne Gordon Drabek argues, "One of the fundamental reasons that NGOs have received so much attention of late is that they are perceived to be able to do something that national governments cannot or will not do (Stiles Source, 1998). As we move towards the twenty-first century, NGOs are being called upon to take on a greater role in global development (Fowler, 1991).

According to Kim D. Reimann, United Nations funding and program support to NGOs since 1948 through UN Children Fund and then UNHCR since 1951,



UNFPA since 1969, IFAD since 1979, UNDP since 1980s, UNDCP since 1980s, UN Commission on Human Rights since 1981, UNICEF since 1989, GEF since 1990s, UNAIDS since 1996, and World bank since 1970s.

The Northern development NGOs first emerged in the early 'sixties to respond to the development needs of the newly in-dependent countries of the South and, in some instances, to attempt to prevent these countries from becoming other 'Chinas' or 'Cubas ' With the increased funding available from governments in the 1970s, more NGOs were established. Still more mushroomed during the Sahelian crisis of 1984 (Yap, 1989/1990).

Gujarat has had a long tradition of voluntary work. The Gandhian influence in social reconstruction and the continuing philanthropic proclivity has helped to cover a large field of development activity in the state (Iyengar, 2000).

The current entanglement of social organizations with the government has complicated the definition of NGOs. International NGO observers and China scholars consider the majority of Chinese organizations as quasi-governmental. Within this category, however, one finds a wide range of degrees of autonomy. Although independent finances and personnel are typically used to indicate an NGO, these measures do not accurately gauge the autonomy an organization may enjoy in China. Organizational autonomy is insufficient as the fundamental criterion for evaluating Chinese NGOs. Several factors impinge on the issue of autonomy (Ma, 2002). Most NGOs in Sri Lanka too are small grassroots organizations involved in poverty alleviation schemes, rural development and rural credit (Wickramasinghe, 2005).

The social development scene in Bangladesh is characterized by a strong presence of non-governmental organizations (NGOs). Non-governmental Organizations (NGOs) played a fundamental role in Chile's economic, social,

intellectual and cultural development during the 1970s and 1980s. They contributed to preserve a free academic life and the traditions of a democratic political culture against a hostile government, universities, and mass media (Hojman, 1993).

The functional constituencies have two implications for Hong Kong's nonprofit sector. First, because the role of nonprofit organizations is legitimized politically, it is likely that political actors are more willing to make use of the nonprofit sector. Second, because the list of nonprofit organizations that are allowed to be represented in the functional constituencies is largely defined by the government, the government has a significant role in allocating representation. The nonprofit sector is, hence, more organized (Perry, 2000).

India is widely believed to have a vibrant civic society, with voluntary organizations numbering in the thousands. There are various estimates about the size of the voluntary sector. According to one source, there are approximately 100,000 NGOs registered as private societies with the government and about 18,000 of these work in the development field (Staples, 1992). The Indian Home Ministry claims there are 1.2 million NGOs active in India (Jalali, 2008).

According to the NGO Regulation Network, nonprofit codes of conduct have been developed in over 40 countries (Gugerty, 2009). NGOs in Nepal formed and operate under the one or more related Acts and regulation of the government which are Societies Registration Act 2034 (1977) and Regulation, Social Welfare Act 2044 and Regulation, Company Act And Regulations 2022, Village Development Committee Act 2048 and Regulations, Municipality Act 2048 and Regulations, District Development Committee Act 2048 and Regulations, Cooperative Act 2049, Children's Act 2029, Natural Disaster Relief Act 2049, Handicapped Protection and Welfare Act 2049, National Directives Act 2019, Foreign Currency Exchange Act

2019, MulikiAin 2019 (Civil Laws: Amended in several times) (Maskey, 1998), (Dhakal, 2007).

During the Panchayat era (1960-90) some organizations in the service sector were opened through the government. Two organizations – District Administration Office (DAO) and the Social Welfare Council (SWC) are the important governing institutions of NGOs in Nepal. The Association and Organization Act 1977 entrusted DAO as the implementer of this act. With regard to governing the NGOs, this office is responsible for following three functions:

- Registration – after verifying the statute with regard to existing legal provisions
- Renewal – usually renew the working NGOs, checking of annual progress reports, income and expenditure reports, and audit report, and
- Monitoring - checking for those which may/may not be violating existing laws, misappropriation of NGO funds, misconduct, etc (Dhakal, 2007).

Social Welfare Council (SWC) is the authorised legal institution of Nepal government to support, operate and manage NGOs. After restoration of multi party democracy in Nepal in 1990, NGOs are significantly increased. NGOs affiliation in SWC is as follows:

<b>Year</b>	<b>1977/78</b>	<b>1980</b>	<b>1985</b>	<b>1990</b>	<b>1995</b>	<b>2000</b>	<b>2005</b>	<b>2010</b>	<b>2014</b>
<b>NGOs</b>	17	18	106	249	2645	11036	18126	30284	39752

Nepal Red Cross Society was founded in 1963. Daya Bir Kansakar served Nepali society until his death at age of ninety in 2001. He was modern Nepal's noble personality of unselfish service to others. Kansakar and TulsiMeher social service movements had a very positive impact in the Nepalese society. They always encouraged service sector improvement in Nepal. Similarly King Birendra (he was considered as a noble person) established The King Mahendra Trust for Nature

Conservation (KMTNC) in 1982 by the Legislative Act, mandated as an autonomous, non-profit and non-governmental organization, to work in the field of nature conservation in Nepal (Bhandari, 2014). The post-2015 MDGs for Nepal should aim to strengthen democratic institutions, consolidate the 2015 MDG achievements, and bolster economic development in order to achieve prosperity, peace and equity (National Planning Commission / United Nations Country Team of Nepal, 2013).

The Eighth Plan, which came after the political changes of 1990, discussed much about poverty reduction, and set a long term goal for the same. Yet its emphasis was on accelerating growth rate for achieving that goal. It adopted promotion of the private investment, the NGO, and the Community Organizations (CBOs), as its main strategy (Chowdhury, 2008).

Strategic planning is a relatively new tool in the arsenal of NGOs. It is a tool for planning at a programme and global level, moving away from focusing on projects alone; strategic planning can provide a framework within which decisions about projects can be made in a wider context (Wallace, 1997). It is not difficult to link early welfare initiatives to efforts by NGOs to build physical and social infrastructure, whether in the form of a primary school or road maintenance scheme, the extension of medical inputs such as oral rehydration therapy, or the provision of adult literacy or primary education (Feldman, 2003).

Since the 1990s, the role of development non-governmental organisations (NGOs) in international development has increased, along with massive interest and concern over NGO performance from NGO practitioners, governments, citizens, donors, policymakers and academics (Lund, 2012). Third sector organizations must also work with the market sector and other nonprofit funding agencies to perform their role (Painter, 2003).

The current main crux of the matter in Nepal is how to reach out to the most excluded and needy. Both donors and NGOs apply different approaches to this issue; some INGOs go as far as contracting directly with local communities and user groups – by passing intermediary Nepali NGOs (Ingdal, 2007).

## **2.6 Civil society in global, regional and in Nepal**

There are two strands to the concept of 'civil society'. One lies within the European liberal political theory and the challenge to the absolutist State in the seventeenth and eighteenth centuries (Pearce, 1993). Critical of the feudal domination of society based on class, rank and status they argued that citizens should be free to choose their own religion while extending charity and service to the community. Centralized civil rule was developed in Europe since 16th century (Dahal, 2006). For this civil society, a westernized, socially and culturally liberal' agenda is far more important and preferable than the messy indigenous politics essential for democracy (Zaidi, 2006). Martin Luther and John Calvin equally contributed to the idea of civil society (Dahal, 2006). In the Middle Ages, Saint Augustine (345-430 A. D.) and Thomas Aquinas regarded civil society as a natural part of human life (Dahal, 2006).

The 'associational life' version of civil society has carried with it, like bedbugs in an threadbare blanket, three assertions: 1) civil society is the source within contemporary African political systems of liberal democratic values of pluralism, accountability, transparency, the rule of law, etc; 2) civil society is the prime engine of democratization (seen in terms solely of liberal democratic models); 3) civil society is necessarily opposed to the state, not simply in the sense of confronting authoritarian regimes, but also - and primarily - in the sense of containing and constraining the scope and action of the state (Allen, 1997). As a policy instrument, it is cost-effective, flexible, and deniable (Shah, 2008).

Social economists who pursue themes of need, poverty, income distribution, equality, freedom, and dignity, as well as those who work on themes of justice, cooperation, solidarism, community, humanism, economic institutions, and the environment cannot accept economic policies that stand to diminish the well-being of global society (Scaperlanda, 2002). In 1999, Wolfensohn announced that the bank would commit itself to a Comprehensive Development Framework (CDF) for development assistance based on "partnerships" with borrowing governments, their civil societies, and other international agencies (Segarra, 2007).

The language of civil society can also be used in “pragmatic” ways, as a guide to formulating a social and political strategy or action program for achieving a predefined or assumed political good (Keane, 2009). Organizations conventionally regarded as part of civil society include grassroots and loosely organized groups such as churches, neighborhood associations, and private charities as well as national and highly hierarchical organizations such as employers' groups and trade unions (Encarnación, 2001).

Beginning in the early 1980s, Deng Xiaoping introduced a series of reforms in China which, in an economic sense at least, facilitated a more liberalized society. The introduction of market forces and a new openness to the West ushered in an era of rapid economic and social change transition (Nesbitt-Larking, 1995). An accounts of civil society that filter out the commercial and economic aspects of civil association, and stress only a limited range of civic or radical activities, occlude recognition of the power dynamics and social relations that shape associational life. Without attention to these, we easily lose sight of the discrepancies of power, influence and voice that civil society necessarily involves (Kenny, 2003). This history notwithstanding, civil society is eulogized as the ultimate medicinal compound, capable of curing ills from ethnic

conflict to authoritarian regimes. This overlooks the possibility that only the state that is powerful enough to contain the contestation of specific group interests (Stewart, 1997).

For several Asian countries like Singapore, South Korea and Taiwan, the nature of political culture and the state-civil society relation is associated with traditional Confucian values such as pragmatism, self-discipline, familial orientation and collectivism (Elliott, 2004). The civil society debate is not a flash in the pan or a trendy effort to inject the appearance of life into a national debate that is failing to engage the country. The civil society idea is popular because it responds to problems inherent in other ideas (Jr., 1997). The dramatic changes and significant consequences stirred by the development of social organizations have drawn much attention to the subject. Moreover, the current status of social organizations provides valuable cases for examining state-society relations and for testing various political or sociological theories (Ma, 2002).

Many civil society groups receive government funding. In parts of Western Europe, government support for civil society is widespread, including among groups that take on the government, such as human-rights and environmental organizations. Even in the United States, governmental funding of civil society is much more extensive than many people realize (Barndt, 1999-2000).

Russian Civil Society Seemingly is under threat from an increasingly authoritarian government. 1 President Vladimir Putin has criticized unspecified civil society organizations for not 'defending the real interests of people', for prioritizing foreign funding, and for 'serving doubtful group and commercial interests (Taylor B. D., 2006).

Major changes are being inaugurated in state and civil society in India today in the name of 'good governance' and reform. In terms of the prevailing thinking, economic reforms, good governance and democracy form three interrelated and mutually supportive aspects of the development process (Joseph, 2001). State-society relations are on the move in China. In recent years, many new voluntary societal movements, networks, and organizations have been formed. This is a dramatic development for China's political system (Wu, 2003).

As a result of domestic economic liberalization and China's integration into world affairs, both the governing body and society in China are undergoing dramatic changes. There is an active debate among scholars of China as to whether the growth civil society in China is a grassroots, bottom-up process or is led by the state (Wu, 2003).

The history of social welfare service in Nepal is as old as the society itself. The traditional social entities such as *Guthi* (trust), *parma* (labour exchange system), *dhikur* (saving/credit), etc. can be taken as important social institutions created even before the unification of Nepal in 1769 (Dhakal, 2007).

Nepal has been in a political transition phase since 1951 (to date) and has a short history of formal civil society organizations (CSO). Formalization of CS only began after 1951, when the authoritarian Rana regime ended through the democratic movement. After the Rana regime there was absolute monarchy, which also did not allow flourishing CS organization. CSO movements were synonyms to the democratic movement in Nepalese context (Bhandari, 2014).

In Nepal, where both the political society and economic society have a common utilitarian motive of maximizing power and wealth, the non-profit sectors—a world of the poor and powerless—are always being forsaken by concrete policy



manifestation and by the democratization process (Dahal, 2001). In today's Nepal, citizen demands for inclusion, participation, and autonomy constitute a claim to more freedoms, more choices and more options than they have hitherto known (UNDP, 2009).

## 2.7 Civil Society Index (CSI)

The development of CSI was initiated by the Prof. Dr. Helmut Anheier in 1999. He had developed the four-dimensional framework and Diamond tool was developed for CIVICUS (Heinrich, 2004). It was known as the Civil Society Diamond. Following the Diamond tool of Dr. Helmut, it was re-designing in 2000/2001 and since 2002 it was started to launch in 61 countries to assess the civil society. The CSI is a participatory needs assessment and action planning tool for civil society in countries around the world, aimed at creating a knowledge base and an impetus for civil society strengthening initiatives. The CSI is initiated and implemented by, and for, civil society organisations. It also actively involves, and disseminates its findings to, a broad range of stakeholders including governments, donors, academics and the public at large (Heinrich, 2004).

### **The CSI identifies the following four major components:**

- (1) The **structure** of civil society denoting the structural characteristics of the civil society arena and its actors;
- (2) The **values** held and advocated in the civil society arena, describing the attitudinal characteristics of civil society actors;
- (3) Disabling or enabling factors for civil society, located in the external **environment** in which civil society exists and functions;
- (4) The **impact** of activities pursued by civil society actors on society at large (Heinrich, 2004).

Each dimension is divided into several sub-dimensions composed of individual indicators. The CSI uses 74 different indicators to analyse the state of civil society, each measuring an important and specific aspect of the state of civil society (Heinrich, 2004).

## **2.8 Contribution of the NGOs in development and changes of society**

NGOs are significant players in the development field (Lenihan, 2006). Development is about change, about how we think things should be. Not surprisingly, it has been defined in many different ways: industrialization, economic growth, empowerment, freedom of choice, and the meeting of basic needs (Yap, 1989/1990).

The NGOs are gaining credibility both as a leading institution and as a catalyst in different development projects, displacing the government (Vivekananda Mukherjee, 2003). For many NGOs the obvious strategy for increasing their impact on development is by expanding projects or programmes which have been judged to be successful (Hulme, 1992). NGOs which are involved with issues of fundamental change also focus on diverse survival needs (Mencher, 2013). There are NGOs which define their mandate as helping to remove the stumbling blocks to development: some pursue this objective through the delivery of relief and social welfare services; others do it by helping to organize communities or sectors (Yap, 1989/1990).

NGO partnerships are one link in a system of civic affiliations that urgently need to be forged in this decade in order to increase our hope for more equitable and sustainable development in the next century (Fowler, 1991).

Characteristics of the Process of Development with Equity It is important to appreciate the full significance of the point that the right to development associates development with equity and justice (Sengupta, 1999).

Both national and international policy-making institutions have acknowledged the contribution of NGOs in alleviating poverty, through empowering the poor and continuing to support their endeavours (Chowdhury, 2008). Donors will increasingly favour those NGOs that already have strong management systems or are in the process of putting them in place (Lenihan, 2006).

In Nepal, transformation is taking place in every sector such as in political sector, economic sector, social sector, and cultural sector. NGOs and CBOs are key stakeholders to bring change in Nepal (Bhandari, 2014). Both the government and international community in Nepal find NGOs and civil society handy partners for development projects considering that they are less bureaucratic, more flexible, adaptable and issue-based (Dahal, 2006).

NGOs have contributed in the every of the society which summarized in the following specific area:

### **2.8.1 Contribution in health and educational development**

NGOs serve an important role in the health sector (McPake, 1993). The contribution of NGOs to the health sector has changed over recent years. NGOs are viewed as the best means of developing the health sector: regarded, among other things, as being more efficient and accountable than many developing-country governments (Matthias, 1995). Much of this work has focused on nonprofits in the health sector, since nonprofit providers of health services account for a large portion of the total nonprofit sector (Salkever, 1994).

Increasing numbers of international NGOs and official donors have responded to the crisis of HIV and AIDS in sub-Saharan Africa by putting considerable and commendable effort into mainstreaming HIV and AIDS issues into their funding

programmes. But this emphasis on programme mainstreaming, though vital, is only a partial and technical response to the problem. (Mullins, 2004)

NGOs have gradually begun to transform the sub-Saharan African political and educational landscape over the past twenty years or so. Education is seen as a general societal need by many, and few would argue against improving the formal educational system in African nations to educate the masses (Pillay, 2010). According to the Shahrukh Rafi Khanto make participation effective in schooling, public-sector reforms need to be carried out to alter the power relations between parents, teachers, and government officials. In general, NGO schools performed only marginally better than government schools in engendering participation (Khan, 2003). NGOs' programmes are concentrated mainly in the areas of health, education, water and sanitation, and credit. Some NGOs work in activities such as the distribution and installation of water-sealed slab latrines, while others are supporting slum communities to get connections to the Dhaka Water Supply Authority (DWASA) (Habib, 2009). The NGOs of Nepal have developed a concept of "Community Learning and Development System (CLDS)" and "Community Learning Center (CLC)". The community learning center organizes non-formal education programmes to help the local people to identify their problems through mutual discussion and dialogue (Bulletin, 2000).

### **2.8.2 Women empowerment and development**

NGOs have been especially credited with changes in women's status. Targeting women as their primary recipients, NGOs have provided credit and training and have contributed to declines in fertility, increases in income, and the rise of important institutional settings that have brought women together for collective

discussion and exchange (Feldman, 1997). NGOs can advocate changes in agricultural extension services, for example by gearing the service more to the crops that women tend to grow, by employing more women extension officers, and providing special training programmes for women farmers (Clark J. , 1992). International conferences such as the Beijing Conference have provided opportunities for women to network, to develop relationships with NGOs from all over the globe. Some attention has been given to the feminist politics and struggles that take place in these international forums, but what is less clear is how women develop working relationships that endure long after the ideological battles waged and the alliances made at these conference (Mindry, 2001). Often, owing to their flexibility and grass-roots-level organizing ability, nongovernmental organizations (NGOs) are entrusted with the task of administering micro level development programs to mitigate poverty and to enhance women's empowerment (Ruhul Amin, 1998).

Networking between some women's NGOs and GOs has established the basis for organizing women across religious and ethnic boundaries. This alliance, in turn, has allowed them to act collectively to pressure the state and other patriarchal institutions to change laws and regulations in their favor. These activities are also a great step towards the general democratization of institutions both within the state and in civil society (Povey, 2004). Interestingly, most NGOs show a clear bias in favour of employing women. Women occupy most NGO jobs, including the top management positions (Abdelrahman, 2007).

### **2.8.3 Peace building and conflict transformation**

The response of Nepalese civil society to conflict is pro-active rather than reactive, as they have been consistently arguing for the structural transformation of

the public political sphere. Many activities of the civil society are geared to advocacy and means for restoring and sustaining democracy, peace and social justice and transforming unjust relationships (Dahal, 2006). Non-governmental organizations (NGOs) play an increasingly prominent role in UN peace-keeping operations. Their activities have expanded from complementary humanitarian relief efforts to direct involvement in demobilization, resettlement, support for elections, and mine-clearance programmes. There are often divergent views on what NGOs' role should be, to whom they are accountable, their operational capacity within a peace-keeping context, and their technical qualifications (Barnes, 1998). A peace process and peace agreement often marks a distinct set of changes to which human rights NGOs must respond. While the general patterns are predictable, the precise issues arising are not, and cannot therefore be planned for. Human rights issues change over time in any jurisdiction, whether it is experiencing conflict or not. However, these changes will be dramatic in a jurisdiction experiencing violent conflict which embarks upon a peace process resulting in a cease-fire and a framework peace agreement (Keenan, 2004).

Civil-society actors have the potential to contribute to peace processes by (1) addressing ethnic divides and public opinion with education and awareness-raising programmes, as well as cross-ethnic dialogue, (2) addressing politics with popular mobilization, advocacy work, and informal diplomacy, and (3) addressing economic issues through reconstruction and development (Orjuela, 2003).

#### **2.8.4 Political reformation and development**

During the second half of the twentieth century, civil society organizations and international bodies took renewed interest in promoting equity and harmony in society by protecting the basic civil, political, economic, social, and environmental rights of all people. For them, human progress can only be attained if the civil and political

rights of individuals and groups are established and protected (Rahman, 2002). From a purely empirical stance, studying the growing complexity and volume of international relations among non-state actors (and between non-state actors and states) and characterizing the way these interact to structure a single, world-level political system has become a major challenge to the entire field of international relations (Murphy, 2001).

Yet there are clear analytical and practical distinctions between civil liberties and more strictly political rights and practices. In particular, the degree of civil and political liberties varies widely among non-democracies (Jonathan Isham, 1997). Identity politics is more pragmatic. It does not seek to abolish or even weaken the identity of any community whose interest it articulates, but only to bring about a more favourable redistribution within the existing social framework. It is far better adapted to the give and take of the democratic process (Beteille, 2007).

Defenders of America's Progressive and New Deal tradition argue that far from being enemies, a healthy national political culture and a healthy civil society are allies. Decay in either sphere can lead to decay in the other. Strong networks of association lead to a stronger sense of representation, greater political efficacy, an enhanced faith in the possibilities of politics (Jr., 1997).

### **2.8.5 Socio-economic development**

A new generation of civil rights leaders now focuses its work on eliminating social and economic disparities, particularly for the indigent (Ladner, 2000). In modern development discourse, one area that has gained considerable currency has been the impact delivered by NGOs, mainly because their work is understood to have direct and obvious effects on the lives of poor and marginalized people (Linda Kelly, 2004). The NGO sector is hugely diverse, ranging from small CBOs dealing with

local community issues to larger, nationally based NGOs, which mostly address social or economic needs (Mercer, 1999).

According Keivani and Werner (2001) Urban-development experts believe that NGOs can help squatter settlements through community organizations and mobilization, a view reflected in the NGO slum-improvement programmes in Dhaka and other urban areas of Bangladesh, where many NGOs started working in the late 1980s. This trend coincided with the government's poverty-alleviation initiatives. NGOs' programmes are concentrated (Habib, 2009).

One significant outcome of the informal income-generation groups is their contribution to their members' personal development, which of course increases their business efficiency in many ways. Members are helped to become clear about their goals, to improve their business logistics, increase their motivation and commitment, and become more aware of personal and organizational realities (Rajagopal, 1996). The evolution of micro-finance based NGOs into very large concerns operating in diverse sectors raises issues of regulation and accountability. In Bangladesh Grameen and BRAC have now effectively become brand names and have launched several productive initiatives. The government is struggling to come up with a regulatory frame work for large NGOs. There are proposals to introduce a law of the cooperative type, which would give governments wide powers (N., 2004).

Community participation has become one of the important features of new development paradigm. Most of the poverty alleviation projects especially designed by World Bank and Asian Development Bank entail involving the beneficiaries in the designing, implementing and monitoring of development projects (KHAN, 2006). Participatory development is a process through which stakeholders can influence and share control over development initiatives, and over the decisions and resources that



affect themselves (Asian Development Bank, 1995). It identifies three substantive debates in the Multilateral Agencies (MLAs) on participatory development, value for money, and the role of the public sector in social service delivery that have served to promote greater interest in NGOs for efficiency reasons (Sollis, 1992).

### **2.8.6 Promotion democracy and good governance**

Scholars and the popular press emphasize the unique role of nongovernmental organizations (NGOs) in sustaining democratic governance. International organizations such as the World Bank and the United Nations routinely declare civil society to be critical for good governance and economic development (Prakash, 2007). But the question could be raised whether good governance as it is now being interpreted would always be functional for the health of democratic institutions (Joseph, 2001).

On December 20, 1996, former Secretary-General of the United Nations, Boutros Boutros-Ghali, issued a report "Agenda for Democratization," in which he observed that international relations "are increasingly shaped not only by the States themselves but also by an expanding array of non-State actors on the 'international' scene" (Nowrot, 1999).

NGOs are taking part in the international decision making process in many different ways. They are contributing to the progressive development of international law by proposing new international conventions and by participating in the negotiation and drafting of treaties in a variety of areas (Nowrot, 1999). In democratically developing societies, the media curse so effective under an authoritarian regime proved to be counterproductive. The redefining of power and the ability to use power that was created by the media proved very significant (Labáth, 1997).

One of the main features of third sector organizations is their democratic ethos, based upon individual freedom and equality between individuals. This idea of equality between every individual is especially represented in the principle of "one person, one vote." Confucianism (Bidet, 2002). The motive of democratic policy is to achieve social justice. This means a strategy of exerting social control over the market is essential to increase the efficiency of the economic system and the attainment of social welfare (Dahal, 2001). The view that in a secular democracy the relationship between the citizen and the state should not be mediated by caste and community was held by many in the early years of independence (Beteille, 2007).

In Bangladesh, as elsewhere, NGOs also have played a key role in the struggle for democracy by providing a venue for discussion and debate around issues of poverty, equality, literacy, access to credit, and more representative government (Feldman, 1997). In a related vein, states with a highly dense NGO presence also have the capacity to invite foreign foundations, think tanks, international policy networks, and solidarity groups into their nations to monitor their state's performance as it relates to democratic state building (TUSALEM, 2007).

#### **2.8.7 Transparency and accountability promotion**

NGOS are an expression of people's need for organization, self-improvement and change. Those that extend beyond their own community can reach places that governments and multilateral agencies cannot, dealing directly with the poor. Using participatory techniques, they are often more effective and less expensive than traditional, top-down development efforts. They have become recognized as an important element of civil society, fostering citizen awareness and participation in development, and as part of a new approach to governmental accountability and transparency (Smillie, 1997). Some member governments see measures to increase

the transparency of MDBs as threatening the privilege of privacy that is central to their membership. Information disclosure policies adopted under pressure from the United States in 1993 (World Bank) and 1994 (IDB) began as proposals by environmental NGOs, intended to give civil society organizations new tools and rights in monitoring and influencing MDB lending (Nelson, 2000).

Social Audit has unearthed several financial frauds and misdeeds. Officials are applauded for making instant money recoveries at the gram sabha hearing on SA findings or punishing some erring staff (Gopal, 2009).

The non-profit NGOs that ostensibly pursue pro-development goals have been recognized for the useful role they play in holding governments to account, through domestic and international channels. This is part of an unfolding 'new accountability agenda' concerning those non-state actors that affect development (Bendell, 2005).

In terms of the stages of the policy cycle, Government may want ideas at the framing stage, evidence and the experience of "real people" at the policy development stage, and ability to deliver at the implementation stage? (Warburton, 2003). Given this situation the issue of accountability of NGOs looms especially large in NGO-state relationships in Bangladesh. NGO activities began in Bangladesh virtually consequent with the formation of the state in 1971 (Charles H. Kennedy, 1999).

#### **2.8.8 Contribution for social capital and moral development**

The concept of social capital has come to the forefront as a crucial ingredient in achieving equitable and sustainable development, participatory democracy, empowerment from below, and effective government (Abom, 2004). There is an increasing practical need to describe organizational moral learning. In today's globalized world, corporations are faced with increasing expectations towards their

conduct, not only from financial analysts but also from other parts of society (Spitzeck, 2009).

NGOs do encourage community members to understand their rights and how to defend themselves, but they also play an important watchdog function in their own right by ensuring that community concerns and needs are heard and considered in decisions made about public and private plans and resources (Johnson, 1999). Nongovernmental organizations (NGOs) comprise the sector of society that attempts to hold business and other institutions accountable for their social responsibility (Weidenbaum, 2009).

In recent years, with the increase in awareness of the needs of the elderly, services provided by the NGOs have become broader in scope as well as more specialized in nature (Narayan, 2009).

A second line of analysis views the behavior of nonprofit organizations in terms of offering an alternative to government for the production of public goods. In this case, the rationale for public subsidies is that without such subsidies, the net social benefits derived from nonprofit health care providers would decline. There are two general types of models of nonprofits as alternatives to government (Salkever, 1994).

According Keivani and Werner (2001) Urban-development experts believe that NGOs can help squatter settlements through community organizations and mobilization, a view reflected in the NGO slum-improvement programmes in Dhaka and other urban areas of Bangladesh, where many NGOs started working in the late 1980s. This trend coincided with the government's poverty-alleviation initiatives. NGOs' programmes are concentrated (Habib, 2009).

Their activities have expanded from complementary humanitarian relief efforts to direct involvement in demobilization, resettlement, support for elections, and mine-clearance programmes. Many of the nearly 300 NGOS involved in the Afghan crisis have provided badly needed humanitarian aid (Baitenmann, 1990). World Wild Fund for Nature's (WWF) activities in northern Madagascar illustrates the changes in NGO involvement in conservation activities. WWF was one of the first NGOs ever to have a project in Madagascar (in the early 1980s). This led its leaders to call the conservation community's attention to the dire need to protect Madagascar's biodiversity (Gezon, 2000).

#### **2.8.9 Promotion and protection of human rights**

The term "human rights" refers to a claim of some interests, advanced by an individual or a group of individuals, which have either a moral or legal basis and are essential for development in society (Rahman, 2002). Human rights NGOs have been involved in four major areas of human rights activities: 1) education; 2) standard-setting; 3) monitoring compliance with international standards; and 4) enforcement (Jackie Smith, 1998). The question under what kind of circumstance NGOs can transform themselves into social movements is not easy to answer. In talking with people from around the world, with students working in Latin America and from what I have seen in India, many NGOs are more concerned with organizational continuity and funding, whereas some really see themselves as being in the forefront of a new push for major change. Certainly this has been true of most human rights NGOs around the world (Mencher, *NGOs: Are They a Force for Change?*, 1999).

Several human rights NGOs of Nepal continue to promote human rights, campaign for international human rights and humanitarian laws, conduct research and publication, organize regular public demonstration, lobby for the signing of Human

Rights and Peace Accord and repeal the legislation and measures that are in contradiction with Nepal's human rights obligations (Dahal, 2006). The Declaration on the Right to Development, which stated unequivocally that the right to development is a human right, was adopted by the United Nations in 1986 by an overwhelming majority, with the United States casting the single dissenting vote. This Declaration came almost thirty-eight years after the adoption of the Universal Declaration of Human Rights, according to which human rights constituted both civil and political rights (Articles 1 to 21) and economic, social, and cultural rights (Articles 22 to 28) (Sengupta, 1999).

Crucially for human rights NGOs, implementation of the human rights commitments of peace agreements is not neutral as regards the parties to those agreements. If the commitments deliver rights in practice, this signifies a re-allocation of power which is visibly political (Keenan, 2004).

#### **2.8.10 Promotion of civil society and institutional development**

For donor nations and organizations, certain civil society features make it an appropriate policy instrument in pursuing democracy, development, or geographically security objectives in the developing world. As a policy instrument, it is cost effective, flexible and deniable (Saubhagya Shah, Policies Studies 48, Civil Society in uncivil Places: Soft State and Regime Change in Nepal). The approval of the Promotion law not only focuses on having better public policies towards CSOs; the purpose of the Law is to recognize organized participation of citizens in fields of action such as human rights, gender equity, and development of the community. One of the results expected of this Law is also to serve as a platform for incentives other than having access to public funds such as fiscal exemptions (Castro, 2009). The internationalization of human rights began in the post-World War II period when the

appalling atrocities of Nazi Germany compelled the United Nations, almost from its inception, to take a special interest in human rights. The UN Charter of 1945 contained important references to human rights. Later, the human rights provisions were enumerated in the Universal Declaration of Human Rights of 1948. Of these twenty-five rights, nineteen are civil and political rights and six are economic, social, and cultural rights (Rahman, 2002).

It is also argued that states with a dense NGO presence can train democratic citizens in the virtues of civility, such as toleration, cooperation, and reciprocity. Despite pronounced cleavages (religious or ethnic), NGOs in different sectors can bridge the differences between transitional citizens with different backgrounds as they learn to coexist in the public sphere and concomitantly develop higher levels of trust (Abom, 2004) (TUSALEM, 2007).

#### **2.8.11 Advocacy and policy development**

Donor policies are critical. Dependence on external sources of funds has acted as a disincentive to NGOs that seek access to national public resources. The deep insertion of local NGOs into the project and policy-making processes of bilateral donors and international NGOs contrasts with their marginal role in channeling public resources and gaining access to national policy-makers (Sollis, 1995).

NGOs help initiate policy examination of new problems, and even sometimes initially identify questions as proper scientific and policy concerns. They have shown an ability to convert a scientific question into a policy issue with great effectiveness (Oppenheimer, 2006). The state was therefore a stimulus to civil society, a catalyst for groups seeking to lobby, influence, and secure policy change (Whaites, 1998).

The growing importance of NGOs in major global policy debates represents both a response to, and an element of, the globalization phenomenon. NGO influence

has been felt in a range of major public policy debates, and NGO activism is responsible for major changes in corporate behavior and policy (Guay, 2004).

The complex ecology and biodiversity of hill regions and the role the forests play in the delicately balanced economy of the area needs to be taken into account in formulating development policies. Even more important is the issue of how the local people can be made to participate effectively in programmes of development. This is not going to be easy and outsiders, even committed NGOs can only be catalysts (Bose, 2000). One way of addressing this challenge, of putting policy into practice, is through structural change of organizations to adapt to a deeper understanding of our environment and for greater gender equality (Rao, 1996).

NGOs need to demonstrate that their advocacy work is not only effective but also cost-effective and has impact in the sense of making positive difference to people's lives. They must show that lasting change in policy and practice actually results in improving the lives of men and women living in poverty and that this achievement is due, at least in part, to their research, capacity-building, and lobbying efforts (Anderson, 2000). There is often a very thin line between NGOs that function primarily as advocacy groups, and what have been called new social movements. ANGO based in Bangalore called Women's Voice and National Federation of Dalit Women led a demonstration at the Beijing Women's conference on the issue of Dalit women (Mencher, NGOs: Are They a Force for Change?, 1999).

The response of Nepalese civil society to conflict is pro-active rather than reactive, as they have been consistently arguing for the structural transformation of the public political sphere. Many activities of the civil society are geared to advocacy and means for restoring and sustaining democracy, peace and social justice and



transforming unjust relationships. The multiple institutional arrangements offered by them in Nepal have helped citizens to organize into associational (Dahal, 2006).

Once the advantages of networking were recognized it then became more common? A process of social learning has occurred in terms of how to network more effectively (Martha L. Schweitz, 1995). When development is seen as a human right, it obligates the authorities, both nationally and internationally, to fulfill their duties in delivering (or, in human rights language, promoting, securing, and protecting) that right in a country (Sengupta, 1999).

#### **2.8.12 Institutional Development and Capacity Building**

In recent years, major resources have been devoted to building the capacity of NGOs in order to strengthen them as organizations. Despite this considerable investment, it is clear that relatively few Southern NGOs are independent entities, or even sustainable without major resources from the North (Wells, 2001).

Institutional development could be seen as an improvement in organizations responsiveness to the needs of its intended beneficiaries. In practice this could be seen in the form of (i) finer discriminations between beneficiaries needs; (ii) quicker responses to those needs; and (iii) The ability to do both (i) and (ii) on a larger demographic scale (Swansea, 1997).

The field level experiences of the case NGOs have been transmitted to national and international levels, sometimes through foreign consultants, sometimes through NGO staff who later serve as consultants to other organizations or move on to new jobs, and at other times through the efforts of governments and international funders to spread and replicate NGO experiences. In this way, through every day practices and innovation, NGOs can be seen as capable of modifying the conditions in which they operate (Ebrahim, 2001).

## 2.9 Critics of NGOs

From the various previous studies as well as from the practical observation of field, it is found that NGOs activities are critically evaluated by beneficiaries, experts and authorities. Most of the NGOs had been established by a handful or one single person (Ingdal, 2007). Many NGOs talk of transparency, yet they do not share or reflect their budgets willingly, if at all. Many NGOs talk of accountability, yet they are frequently not corporate bodies so they cannot be sued-they are more accountable to their donors than to the communities with which they work (Johnson, 1999).

At the national congress of the African National Congress held in December 1997 in South Africa, President Nelson Mandela attacked the nongovernmental organizations (NGOs) for their critical stance on government and for carrying out the political agendas of foreign interests. A few years later, the Secretary General of the United Nations, Koffi Annan, famously described NGOs as the conscience of humanity. Mandela rebuked the NGOs, whereas Annan hailed them (Tvedt, 2002).

Nongovernmental organizations are accountable to their boards, but accountability to their contributors and beneficiaries is more tenuous (Natsios, 1995). The most serious criticism that can be leveled at aid is that it actually has an adverse effect on fundamental development (Wilson, 1995). Currently, it is becoming fashionable to depict the demands of what are now commonly defined as (May, 1995). The evolution of these NGOs into very large concerns operating in diverse sectors raises the question: What are these NGOs? Overall the NGOs have to be economically viable, in that they at least recover costs, if not earn a surplus (N., 2004). Within the very broad remit of NGOs working in international development, it is possible to examine only a few examples of good practice (Frame, 2005). Nongovernmental organizations seem to represent the best of private citizens responding to global

inequities. But behind the characteristics inherent to an NGO model of development are lurking several challenges: too many actors, too many chiefs, and too much mission (Ahmed, 2008).

It is hardly surprising, then, that the most marginal, economically disadvantaged citizens represent only a small proportion of the total number of NGO recipients. These characteristics help to explain the conditions under which NGOs mediate relations between a citizenry and state and bureaucratic representatives (Feldman, 1997).

The cultural diversity found among NGOs is a fact that often goes unappreciated by policy makers-both government and donors (Lewis D. , 2003). The European Union anti-fraud office Olaf was at one time investigating 32 charities and NGOs from Britain and nine other states for suspected fraud on a massive scale (Fassin, 2009).

A common criticism towards some NGOs is the large and arguably unjustified proportion of collected funds spent on overheads. A recent international study of publicized incidents identified the major categories of wrongdoings in NGOs as personal style enhancement, parallel enterprises, resource expansion opportunities, theft, mismanagement of resources and support of activities outside of the organisation's scope (Gelman, 2004).

## **2.10 Enabling and Impending factors of NGO development**

### **Enabling factors**

Enabling factors of the NGO is "Social audit is a dynamic tool by which people are able to make officials account- able for their performance in the delivery of legally enshrined rights (Gopal, 2009).One of the most positive developments emerging from the social audits is the creation of new partnerships between the

government and civil society organizations, benefiting all parties. The latter participate in the conduct of social audits on a voluntary basis. Officials at the state and district levels take the responsibility for ensuring access to official records, training in social audits, and commit to taking corrective action on the issues arising out of the audits. Together, the government and civil society participants all have the opportunity to see their efforts create real, positive change for the people they serve (Kidambi, 2007). NGOs can solve the specific problems of the local areas and are often quicker than the government bureaucracy. In communications, NGOs are fast and efficient. They translate the people's concern and provide the service to the local communities with the involvement of locals (Bhandari, 2014).

The metamorphosis in roles and responsibilities suggested in the preceding pages, especially for the current major NGO service providers, will neither be easy or without pain. It will require major institutional surgery that is always more painful when forced (as in an NGO future without aid) compared with when it comes voluntarily (Malhotra, 2000). In striking contrast, the non-profit nature of NGOs makes them a much less attractive target for government control and regulation. Much of the public sees NGOs as "the good guys in the white hats." Thus, it is especially imperative that NGOs, especially those who put their efforts primarily on improving business performance, voluntarily take on the task of enhancing their own governance (Weidenbaum, 2009).

### **Impending**

From the perspective of NGOs, the heart of the problem is the shortfall in organizational capacity, the seriousness of which has been compounded by many NGOs having to face the problem of high staff turnover as skilled staff move into government and state-run institutions (Taylor A. H., 1999). Coordination between

NGOs and governmental authorities is still based on personal relations. Despite some of these weaknesses of governance of Nepali NGOs they are growing and able to create their institutional space (Dhakal, 2007).

Many NGOs have found it difficult to access government support, set up partnerships, and obtain funding (Taylor A. H., 1999). It is obvious that some NGOs are doing well, and others manage their activities in a terribly poor manner. This disparity can be taken as one of the challenges of NGO governance in Nepal (Dhakal, 2007). The main danger of the NGOs are to meet the internal organizational objectives, such as job security, increasing employment opportunities, and overtaking competitor NGOs, displace development objectives (Hulme, 1992). These, in turn, are seen as essential steps on the way to achieving good governance and, ultimately, poverty reduction. First, this approach is driven by the sea change in development cooperation that rests on the three pillars of the U.N.'s Millennium Development Goals (MDGs) of 2000, the Paris Declaration on Aid Effectiveness (2005), and the Accra Agenda for Action (2008); the change has shifted the focus from infrastructure development to the improvement of key social factors and governance as the most crucial contribution to poverty alleviation (Dosch, 2012).

Coordination between NGOs and governmental authorities is still based on personal relations. Despite some of these weaknesses of governance of Nepali NGOs they are growing and able to create their institutional space. However, it is yet to prove their institutional significance for consciousness for creating "civil society" not only self-satisfaction. It is obvious that some NGOs are doing well, and others manage their activities in a terribly poor manner. This disparity can be taken as one of the challenges of NGO governance in Nepal (Dhakal, 2007).

## 2.11 NGO Assessment Criteria

The power of NGOs in the third - value-driven - sector will depend to an important degree on their ability to form coalitions across ethnic, class, spiritual, geographical and national boundaries (Fowler, 1991).' Board members are seen as essential for the continuity of the organisation. The board's role in terms of checks and balances and ensuring internal control mechanisms were less emphasised by Nepali NGOs (Ingdal, 2007).

The effectiveness of NGOs is largely dependent on their leaders with the right skills in public policy negotiations, building social alliances, strategic planning and other competencies that enhance their capacity to bring about changes. In order to bring about changes NGOs need to be in the forefront of many innovations that have provided ideas and models replicated or adapted in other settings and situations (Ateljevic, 2008). Non-profit service providers are said to be different from government because they are more flexible and diverse, less bureaucratic and costly. They are different from for-profits because they may produce services whose direct revenues do not cover their costs (James, 1997).

How can an NGO construct or draw its organisational 'bottom line'? One method involves carrying out a Social Audit, a process of independent social accounting being developed and tested by a UK NGO (Fowler, 1996).

In sum, the key to NGO organisational assessment appears to lie in identifying and applying as performance standards the factors and criteria which relevant people are likely to use when making a judgment. This approach to the problem of judging the organizational performance of 'non-profits' looks promising, and now needs to be tested with development NGOs (Fowler, 1996).

## 2.12 NGOs Self-Regulation

One of the most promising developments may be in the self-regulation of NGOs. In the Philippines, where the NGO sector is highly organized and developed, the national Caucus of Development NGO Networks is working toward agreement among all of its members to adopt a Code of Ethics for Social Development Organizations, setting out standards for how they relate to the communities they serve, to partner funding agencies, to government and to each other. In the United States, Inter Action, the umbrella group for private voluntary organizations engaged in foreign humanitarian efforts, has adopted a detailed set of standards binding on its members, dealing with everything from requiring an independent board of directors to how photographs may be used in public fund raising. I understand that groups in India are considering codes of conduct or covenant to facilitate working with the national government on projects funded by multilateral development banks (Martha L. Schweitz, 1995).

Is that reasonable action should be taken by NGOs? A number of suggestions for voluntarily enhancing the public responsibility of NGOs have been made over the years: election of officers and/or board members by the membership; referenda of the membership on key issues; and more complete public reporting (i.e., transparency) of activities and financial condition (Weidenbaum, 2009). Non-governmental organizations are gaining a new legitimacy before the public and policy-makers, but the problematic has been redefined. Environment and development issues are set within one framework, the framework of sustainable development (Yap, 1989/1990).

There are two types of NGOs: it is called AID (Action in Development) and DIA (Development in Action). Their programmes have many things in common: main areas of work, the community organization approach, size, infrastructure, annual

budget, geographic location, the kinds of communities in which they work, and so on. People often refer to them as twin organisations. Yet the differences between the two organisations cannot be ignored: the contrasts in rates of staff turnover, level of community involvement in the programmes, relations with government offices, among other things. It should not be difficult to see that similarities in the classic '3 Ss' (strategy, structure, systems) cannot predict the 'character' of either organization as it actually functions (Padaki, 2000).

### **2.13 Theoretical Review**

A number of theories have attempted to explain the existence and behavior of nonprofit organizations (Salkever, 1994). These theories were developed and significance relevance especially for the nonprofit sectors for the potential testing. These theories briefly summarize for their theoretical approaches and identify the specific testable hypothesis for the empirical testing.

**Social Origins Theory:** This comparative historical theory was first introduced by Salamon and Anheier (1998), and further developed by Anheier and Salamon (2006), and Anheier (2003, 2009). Salamon and Anheier initially proposed the theory in response to conceptual limitations of economic approaches on the one hand, and the state-centeredness of conventional welfare state literature on the other. Prevailing economic theories, they argued, tend to account for economic dimension of the non-profit sector such as employment and expenditures only, and pay little attention to social participation measures such as membership and volunteering. They criticize welfare state approaches for having either largely ignored the non-profit sector altogether or relegated it to some premodern form of welfare service delivery (Quadagno, 1987). Salamon and Anheier (1998) suggest that the non-profit sector



across countries has different historical “moorings,” reveals different social and economic “shapes,” and ... (Anheier, 2010)

**Welfare State Theory:** According to Salamon, Industrialization leads to the modern welfare state which “crowds out” private non-profit providers. The preceding theories all take as given that the expansion of state-provided welfare services displaces non-profit organizations, but they leave unanswered the question of what accounts for the expansion of state-provided social welfare services in the first place. To answer this question, it is necessary to resort to the substantial body of literature that has emerged on the modern welfare state. Generally speaking, this literature treats the non-profit sector, at best, as a residual category. In fact, conventional welfare state approaches all but ignore the role of the non-profit sector both historically and in relation to current policy debates and developments (Flora and Heidenheimer 1981; Offe 1984; Hicks and Swank 1992; Huber, Ragin and Stephens 1993).

**Social movement theory:** Grand theories of social movements, relating them to History or Society, are being dismantled and re-evaluated. In their place approaches are emerging that offer a cultural and emotional theory of action, allowing analysts to build from the micro-level to the macro-level in a more empirical way rather than deductively from the top down. Social movements are composed of individuals and their interactions. Rational-choice approaches recognize this, but their version of the calculating individual is too abstract to be realistic or helpful. Pragmatism, feminism, and related traditions are encouraging a rethinking of collective action (Jasper, 2010).

**Supply-Side Theory:** Non-profit organizations are a reflection of demand heterogeneity served and created by entrepreneurs seeking to maximize nonmonetary returns. According to this "supply-side" theory, a second condition is needed for non-profit organizations to emerge: namely, the presence of "social entrepreneurs," people

with an incentive to create non-profit organizations to meet such demand (James, 1997).

From the perspectives of both local elites and the NGO, analysis focuses on how the realities were different from the above-mentioned theory and what caused such differences (Makita, 2009).

## **Chapter - Three**

### **Material and Methods**

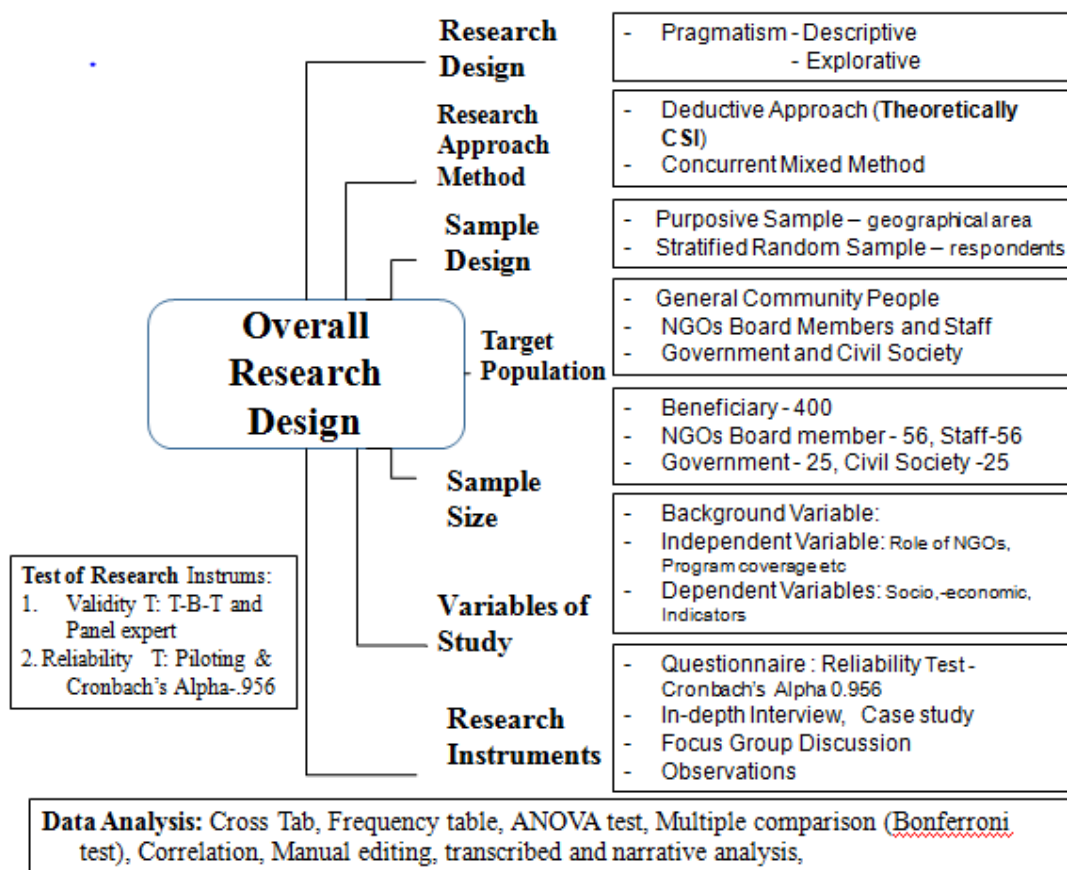
This chapter presents the overall research methods used in this study. The chapter has been divided into eleven parts; research design, study approach and methods, sampling design, types of data source, variables of the study, questionnaires formation, research instruments, selection and training of enumerators, test of research instruments, ethical consideration during the study, data collection, interpretation and synthesis.

The study helped expanding the current body of knowledge on Non-governmental Organizations in Karnali and Nepalese context. Based on the conceptual framework and its purpose, following research questions were dealt by this study:

1. What is the status of Non-government Organizations in the Karnali Zone?
2. What is the role of Non-Government Organizations in development of the Zone?
3. What are the enabling and impending factors of Non-Government Organizations in development of the Zone?
4. Is Civil Society Index relevant to assess the status of the Non-Government Organization in Karnali Zone?

The overall research design was applied in the study as following :

**Figure 3: Overall Resign Design**



### 3.1 Research Design

The study was based on Pragmatism philosophy. The descriptive as well as exploratory research design approaches were applied. Cross-sectional data were used for analysis and interpretation. Descriptive technique was used to describe the status of NGOs and study also explored the contribution of NGOs in the development and changes of Karnali Zone. By using both techniques, study had developed the NGO assessment criteria. The study had adopted the mixed design of both quantitative and qualitative data in overall research study.

### 3.2 Research Approach and Methods

The study was based on the deductive approach. Theoretically, study was based on the Civil Society Index (CSI) developed by Prof. Dr. Helmut Anheier, London School of Economic in 1999 following various theories such as welfare state, social origin, trust theory, social movement and supply side theory to develop the NGO assessment criteria. Concurrent mixed method applied to crosscheck the findings of the quantitative and qualitative study. The study had developed the research hypothesis and statistically hypothesis was tested.

Quantitative research involves the use of methodological techniques that represent the human experience in numerical categories and qualitative research provides detailed description and analysis of the quality, or the substance, of the human experience. Both the methods are built on empirical or observable reality and require scientific rigors, or systematic adherence to certain rules and procedures (Marvasti, 2004). Both the methods will be judiciously applied in this study. The aim of using qualitative method is to get a better understanding of the subject matter at hand (Denzin, 2005).

The main focus of this study was to examine the status of various NGOs which played major role in development of the local area. The major elements such as structure, environment, values and impact were overall all four dimensions and frame to assess the effectiveness and status of NGOs. Such indicators as component of civil society development were studied through this research to measure the NGOs performance.

Although, the study followed mainly the quantitative research methods, it also applied qualitative research method as descriptive research methodology particularly

to explore the attitude and opinion of the respondents regarding the contributions and enabling and impending factors of non government organizations.

### 3.3 Sampling Design

Purposive sampling technique was used to select the study areas with the logical reasoning. The study area was all districts of the Karnali Zone. Stratified sampling technique was used to select the respondents of study. The respondents were beneficiaries, NGO board and staff, government and civil society representative.

#### 3.2.1 Target Population and Sample Selection Process

The five districts i.e. Dolpa, Humla, Jumla, Kalikot, and Mugu of Karnali Zone were selected to carry out the study geographically whereas two types of population was selected as a target group of the study. The overall population of Karnali Zone was the first target group and NGOs working in Karnali Zone were the second target group.

**Table 2: Population of the Karnali Zone**

S.N.	District	HH	Total Population	Male	Female
1	Dolpa	7488	36700	18238	18462
2	Jumla	19303	108921	54898	54023
3	Kalikot	23013	136948	68833	68115
4	Mugu	9619	55286	28025	27261
5	Humla	9479	50858	25833	25025
	<b>Total</b>	<b>68902</b>	<b>388713</b>	<b>195827</b>	<b>192886</b>

Source: CBS, 2011

Error margin was applied 5% to fix the sample size, therefore here is the formula to find the sample size:

$$n = \frac{N}{1 + N(e)^2}$$

Here,

$$N = 388713$$

$$e \text{ (margin of error)} = 5\%$$

$$n = 388713$$

$$= \frac{1 + 388713 (.05)^2}{388713}$$

$$= \frac{1 + 972.7825}{399.59}$$

$$= 400$$

Therefore, sample size was 400.

Respondents of this study were primarily people working or associated with non-government organizations in the Karnali Zone. They were selected by considering the total number of NGOs in the district by following the table below.

**Table 3: Total no of NGOs in Karnali Zone and Nepal**

S.N.	Sectors	Total in Nepal	Total in Karnali	Districts				
				Jumla	Humla	Dolpa	Kalikot	Mugu
1	Aids and Abuse Control	88	0					
2	Child Welfare	951	9	2	4	1		2
3	Community and Rural Development	18625	388	93	69	51	79	96
4	Educational Development	492	8	2	2	1	2	1
5	Environmental Development	1318	27	1	3	4	9	10
6	Handicapped and Disabled	597	12	2	2	1	2	5
7	Health Service	703	14	4	3	1	3	3
8	Moral Development	876	8	3		4		1
9	Women Services	2305	42	10	6	9	12	5
10	Youth Services	4321	55	4	12	7	13	19
		<b>30276</b>	<b>563</b>	<b>121</b>	<b>101</b>	<b>79</b>	<b>120</b>	<b>142</b>

(Source: swc.gov.np, access date: 23 April 2013)

Out of 30,276 NGOs in Nepal, the target population was 563 NGOs affiliated with Social Welfare Council in Karnali Zone. A total of 56 NGOs of the five districts were visited for study which is 10% of the total population.

### 3.2.2 Sample distribution

The study was carried out as a multi stage study at different levels covering five different types of respondents, first respondents were beneficiaries of Non-Government organizations, second respondents were NGOs board and third were NGOs staff member, fourth respondents were government agencies and fifth respondents were civil society organizations and civil society actors.

**Table 4: The respondent-wise sample distribution**

S. No.	Respondents	Number
1	Beneficiaries	400
3	NGO board	56
4	NGO staff	56
5	Government	25
6	Civil Society	25
	<b>Total</b>	562

**Table 5: The district-wise distribution of respondents**

Type of Instruments	Dolpa	Humla	Jumla	Kalikot	Mugu	Total responded
Beneficiaries	40	52	112	140	56	400
NGO Board	8	10	12	12	14	56
NGO Staff	8	10	12	12	14	56
Government	5	5	5	5	5	25
Civil Society	5	5	5	5	5	25
<b>Total</b>	66	82	146	174	94	562



### **3.2.3 Sampling Filters**

The sampling was carried out by following certain criteria. Firstly, respondents were selected based on their experiences and involvement in NGOs and civil society activities.

Secondly, the NGOS were selected by following criteria such as legal status and balance representation regarding district geographical and population representation. The NGOs in these districts were selected by following criteria listed below:

1. The NGOs must be affiliated to Social Welfare Council (SWC).
2. The NGOs must have renewed annually in the District Administration Office (DAO), and completed the minimum legal requirement of the government.
3. The NGOs must have active board and operating the programs in the community.
4. NGOs in the district headquarters were selected. As there were not enough NGOs in the headquarters, the nearby NGOs were visited for study.
5. Only the NGOs or the individuals fulfilling the above-mentioned criteria were contacted for further study.

### **3.4 Types of data source**

The study used both primary and secondary data sources. For the both data sources, various research instruments were used to collect the information from respondents and used in the study. Various statistical tools were used to analyze the primary and secondary data for the overall research findings.

### **3.4.1 Tools of collecting Primary Data**

The primary information was collected using following tools from the respondents of different groups in the study area:

#### **- Questionnaires**

List of questionnaires was modified and developed based on CSI indicators for target groups. And further information was gathered related with research objectives. This tool was used for mainly quantitative data. The questionnaires were filled up visiting to the target respondents in the field and collected their views. There was further research objective related quantitative and qualitative data based questionnaires to collect the respondents' views. This tool was used to collect the quantitative data (Appendix: 2).

#### **- Personal Interview:**

The interview was carried out of the key respondents at local, district and national level. Both closed and opened ended questions were used for the interviews which were already pre-tested. The responses of the respondents were also recorded, made video and photo clips as required with the consent of the respondents (Appendix: 3).

#### **- Focus Group Discussion**

The focus group discussion was used as one of the primary data collection tools from the respondents. The focus group discussions were carried out in the community level between beneficiaries, NGO members and representative of the government and civil society. Similarly, district level focus group discussions were also conducted in each district. It was used to generate opinion of local people regarding NGOs and their contributions. Focus group discussion plays the roles to

contribute the reliable information and triangulating the information collected through other means (Appendix: 4).

#### **- Observation**

According to Best and Kahn Observation can be of the setting or physical environment, social interactions, physical activities, nonverbal communications, planned and unplanned activities and interactions, and unobtrusive indicators. Therefore, observation was used as one of the key tools that were applied for this study. The observation was carried out in the community to find the physical development and behavioral changes with the contribution of the NGOs (Appendix:6). Similarly, observation was carried out focusing NGOs institutional development and physical set up and working behavior of the team members (Appendix:5). Self-rating scale was developed to assist the personal observation for NGOs and changes in the communities.

#### **- Case Studies**

The case study is also one of the primary data collection tools to get the depth knowledge and understanding of the situation. A total of 15 case studies were developed based on responses of the respondents. The case studies were focused to the success and visible changes with the contributions of the NGOs in the study area. There were many success stories of the NGOs which were presented in the study as a contribution of the NGOs in the Karnali Zone.

### **3.4.2 Tools of collecting Secondary Data**

Various statistical tools were also used to collect and analyze the secondary data as review of literatures and fact information related with the study.

**- Document Review:** The researcher visited different libraries of the Universities and institutions to collect the related information from the e-and printed documents. Many

countries were visited in course of the document review i.e. India, China, USA, Thailand, Cambodia. The different professionals and experts were consulted and gathered the relevant information to analyze and verify the facts of the study. Various policies and guidelines were also studied.

- **Web Search:** The information related to study was explored and collected from internet also. The topic and objective related journals articles, books, reports, videos, case studies electronics/internet search was carried out.

### **3.5 Variables of study**

The NGO assessment criteria i.e. structure, environment, value and impact were considered as independent variables. Various factors such as role of NGOs, contribution of the NGOs, enabling and impending factors and socio- economic factors were dependent variables. Three kinds of variables were examined in this research: background variables, dependent and independent variables. The background variables included gender, age, occupation, types of NGOs, and respondents and districts. The status, contribution and enabling and impending factors related with NGOs were dependent variables and CSI indicators under four major elements structure, environment, values, impact and 25 sub elements of the NGOs were independent variables. The variables were identified based on the conceptual framework used in this research (Please see page 20).

#### **Research Question One: What is the status of NGOs in the Karnal Zone**

The nongovernmental organizations status and performance was assessed by using questionnaires based on Civil Society Index (CSI) indicators modified based on local context for NGOs. There were four major dimension of the NGOs to evaluate the performance and current status i.e. structure, environment, value and impact.

Under these four major elements there were 25 sub elements which included 74 indicators.

**Research Question Two: What is the role of Non-Government Organizations in development of the Karnai Zone**

The first research question involved exploring the status of NGOs and their contributions to the society. Since the responses of this question could be based more on personal value or judgment, it was used as an important instrument to assess the role of the service providers. Moreover, other questions also were used to cross-check the responses under other research questions.

The responses of the respondents were also compared and analyzed based on the type of NGOs, respondents and locations.

**Research Question Three: What are the enabling and impending factors of Non-Government Organizations development in the Karnali Zone?**

Under this research questions various factors, both enabling and impending associated with non-governmental organizations and their performance were assessed. This was carried out by using qualitative methods.

**Research Question Four: Is Civil Society Index Relevant to assess the status of the Non-Government Organization in Karnali Zone?**

By using the CSI criteria, local NGOs were assessed. While doing so, relevancy of the criteria was evaluated. Based on the responses of the respondents in phase one, the criteria were revised and presented in a new form. These criteria were considered as one of the major outcomes of this study.

### **3.6 Questionnaire formation**

The Civil Society Index (CSI) criteria were the basis of questionnaires to finalize the research questionnaires of the study. The CSI was developed by Prof. Dr.

Helmut Anheier, London School of Economic in 1999 and already applied in 67 countries to assess the contribution of the Civil Societies by CIVICUS. The meaning of civil society institutions, non-governmental organizations and third sector define the same volunteering organizations so the CSI criteria were modified as local context of Karnali and Nepal to assess the NGO performance. Close ended questionnaires were designed based on Dichotomous (usually these questions require yes/no answers or require a person to answer by choosing an option(s) from a multiple choice of possible answers) in nominal scale and Likert-type Scale. Likert-type is a psychometric scale commonly involved in research that employs questionnaires. In this research also a Likert item was simply a statement which the respondents were asked to evaluate according to any kind of subjective or objective criteria; generally the level of agreement or disagreement was measured. It was considered symmetric or "balanced" because there were equal amounts of positive and negative positions.

### **3.7 Research Instruments**

The methodology of this study followed descriptive research design. The study was carried out by using a series of questionnaires, checklists for focus group discussion, interview, collecting case studies and observation rating scales which were used for different purposes and for different respondents.

Based on the result of this work, the CSI criteria were finalized which then was introduced to the NGOs in the districts.

Research instruments, which were developed and tested in this study, were as follows: Checklist of NGOs - 1: the criteria developed by this researcher as a requirement of Ph. D. study was slightly adjusted for this research work. The same criteria were asked to the respondents.

Semi-Structured Personal Interview Checklist: Apart from the CSI criteria, the respondents were asked by using semi-structured personal interview checklist. The responses were also used to develop case example as a part of the qualitative research (Appendix: 3).

Rating Scale for Observation: The NGOs were assessed by using rating scale. The result of this observation was used to develop cases on efforts carried out by the specific NGOs and beneficiaries groups (Appendix: 5 & 6).

Setting semi structured questions for Focus Group Discussion: Local people were contacted and requested to participate in the focus group discussion. The focus groups discussions were conducted at community and district level. To facilitate the process effectively, a checklist was developed and tested before that is used in the community (Appendix: 4).

Checklist of Improved Criteria - 2: In the first phase of this research, the CSI criteria were improved and finalized which were then applied at the local level as the modified CSI criteria (Appendix:2).

**Table 6: Research instruments and distribution of sample size**

Type of Instruments	Respondents	Population	Dolpa	Humla	Jumla	Kalikot	Mugu	Total respondents	Type of Respondents
	Population	388713	36700	50858	108921	136948	55286		
	NGOs	563	79	101	121	120	142		
Questionnaires	NGO Board		8	10	12	12	14	56	Board Chair/Vice Chair/Secretary
	NGO Staff		8	10	12	12	14	56	Management and field staff
	Government		5	5	5	5	5	25	Government line agencies
	Civil Society		5	5	5	5	5	25	Civil Societies Actors
	Beneficiaries		40	52	112	140	56	400	Program area
Interview	NGO board		1	1	1	1	1	5	Board Chair/Vice Chair/Secretary
	NGO staff		1	1	1	1	1	5	Management and field staff
	Government		2	2	2	2	2	10	DDC and 1 line agencies
	Civil Society		1	1	1	1	1	5	Civil Societies Actors
	Beneficiaries		4	4	4	4	4	20	Male and female
FGD	District stakeholders		1	1	1	1	1	5	District stakeholders
	Beneficiaries		2	2	2	2	2	10	At VDC and community level
Observation	NGOs		8	10	12	12	14	56	NGOs office
	Community		5	5	5	5	5	25	In the field
Case Studies	At Community and district		3	3	3	3	3	15	In the field and district

The CSI Criteria considered in this study were developed by this researcher through massive literature review and responses from the concerned people as a



partial requirement of his study at DR. K. N. Modi University. These criteria were heavily based on the literature review with nominal input from respondents.

The criteria included various parameters of NGOs. The key parameters were as follows:

## **1. STRUCTURE**

- 1.1 Breadth of citizen participation
- 1.2 Depth of citizen Participation
- 1.3 Diversity of civil society participants
- 1.4 Level of organization
- 1.5 Inter-relations: Communication, cooperation
- 1.6 Resources

## **2. ENVIRONMENT**

- 2.1 Political context
- 2.2 Basic freedoms & rights
- 2.3 Socio-economic context
- 2.4 Socio-cultural context
- 2.5 Legal environment
- 2.6 State-civil society relations
- 2.7 Private sector civil society relations

## **3. VALUES**

- 3.1 Democracy
- 3.2 Transparency
- 3.3 Tolerance
- 3.4 Non-violence
- 3.5 Gender equity
- 3.6 Poverty eradications

## **4. IMPACT**

4.1 Influencing public policy

4.2 Holding state & private corporations accountable

4.3 Responding to social interests

4.4 Empowering citizens

4.5 Meeting societal needs

The responses were assessed regarding CSO using an instrument with a 5 - point Likert-type scale ranging from a low of 1 (not at all) to a high of 5 (very frequently) developed by this researcher. The criteria developed as a review and mainly based on the CIVICUS were used as a reference for first phase as piloting to finalize an indicator for NGOs. The respondents and expert were asked to give their opinion on the proposed criteria, based on which criteria were revised.

### **Rating Scale for NGOS and community Observation**

Rating scales were developed to assess the overall environment of the NGOs which was physical infrastructures, facilities, working culture and room set up. Similarly another rating scale assessment was developed for NGOs beneficiaries which were included items such as development initiatives, community scenarios, societal awareness, business and income generating activities in the village (Appendix: 5 & 6).

### **- Use of Checklist**

A list of Civil Society Index (CSI) modified as NGOS in local context criteria in the form of checklists was designed and administered covering the issues of civil society organizations. Before the implementation of the checklists to the respondents, a pilot study was carried out in the districts of Karnali Zone and Kathmandu. Based

on the suggestions in the pilot study, some adjustments in the checklists were carried out.

### **3.8 Selection and training of enumerators**

A total of 15 enumerators were selected from the study area based on their experience of development field and NGOs with graduate and post graduate qualification. There were 3 enumerators from each district; 2 male and one female. The training was conducted in Surkhet district which was comparatively easy from the five study district of Karnali Zone. The team was inducted by researcher and statistician about research objective, nature of the study, target respondents, clarification of the research tools, pattern of questionnaires and interview schedule, rapport building skill, communication skills. The mock tests were practiced among the enumerators and they were suggested with necessary feedback individually. Finally, enumerators were able to carry out field survey independently. They were provided entire research instruments and materials .i.e. questionnaires, semi-structured interview, observation form, case studies guidelines, focus group discussion guidelines, and letter issued by University with complete field pack along with check list. The researcher visited every district to facilitate focus group discussions, case studies, interviews and questionnaires survey.

### **3.9 Test of Research Instruments**

#### **A. Validity Test**

##### **1. Language Translation-back-translation**

The questionnaires CSI indicators were modified and translated into Nepali and Nepali version was again translated into English. The translation was carried out by a freelance translator. If the English translation was same as the original, it was

considered as valid, there were some deviations, so the researcher discussed with the translator, discussed with the NGO expert and found the cause and improved the questionnaire again before collecting data. Similarly, check list, semi structured interview, focus group discussions and observations also applied the same.

## **2. Panel of experts**

The validity of the questionnaires was addressed by literatures and assessment by expert and participants in the pilot test. The questionnaires and check list were sent to a number of experts and NGO activists for their comment and recommendations. Based on their suggestions and guidelines of the supervisor the questionnaire was revised as final for the field study.

## **B. Reliability Test**

**1. Pilot test:** The questionnaires were piloted among the similar participants. Similarly, different focus group discussion of district NGOs, key stakeholders and NGO beneficiaries were carried out. Necessary adjustment of the questionnaires was made afterwards.

**2. Cronbach's Alpha:** Cronbach's (alpha) is a coefficient of internal consistency of data. The Cronbach's Alpha was used to test the reliability of collected primary data. The value of Cronbach's Alpha test found 0.956 which proved that data were quite reliable and well consistent.

## **3.10 Ethical Consideration during the study**

The researcher and enumerators on their arrival to the concerned area for survey contacted to the NGOs, board members and staff, civil society and government representatives, beneficiaries. They then requested to provide their time to participate in the survey and interview.

As research ethics, researcher had maintained following the privacy of respondents and reliability and validity of data during the study:

**- Voluntary participation**

A basic principle of research is that people should not be coerced into participation, particularly when they might object to being a 'guinea pig'. So, selected respondents were requested for their voluntary participation in research study.

**- Informed consent**

Respondents were already informed earlier about the research study and their participation. Before starting interview with them, consent form was filled out to ensure their voluntary participation.

**- Confidentiality**

Privacy of respondents' information was maintained well during and after study. Respondents were convinced about the confidentiality of their information which supported to get the real response.

**- Anonymity**

Confidentiality was the question of the person remaining anonymous even within the experiment. This was possible using telephone or via remote methods such as letter by post and emails and other high tech technologies but such situation was not occurred during the study of this research.

### **3.11 Data Collection, Interpretation and Synthesis**

The data were collected by using various methods as mentioned above. Regarding the respondents of the NGOs, list of the specific NGOs in the specific districts was ascertained on the basis of the secondary information. The NGOs were confirmed and the respondents were selected through stratified random sampling. The specific NGOs were informed about the research work and asked for help through

visit and telephone communication. The NGOs were requested for allowing the board members and staff member to participate in the research work as respondents.

The NGOs beneficiaries, NGOs activist and staff member, civil society actors and government representatives were asked a number of questions as personal in depth interview by following the semi-structured checklist as well as by using questionnaires.

District NGO stakeholders and NGO beneficiaries were requested to participate in the focus group discussion organized at the district and public gathering places such as at the village tea stall, school building, club office etc. The FGD was based on the checklist of the questions developed as a part of this study.

As a part of the qualitative research, case studies were developed. To develop case study, different stakeholders were interviewed and their effort on promotion of the civil society/NGOs role and impact of the NGOs work were closely observed. In each district, three case studies were developed.

As the process of analyzing quantitative data, there were 4 major elements in CSI in which each element had been categorized into sub elements. There were altogether 25 sub elements. Under the 25 sub elements, there were total 74 indicators. The study used the compute command to make the grouping of individual indicators. In the first phase, study analyzed the whole 74 indicators and in 2<sup>nd</sup> phase, these were categorized into 25 sub elements of indicators and run the ANOVA and multiple comparisons (Bonferroni test) to identify the significant difference between and within the groups of respondents and districts. Finally, all indicators were grouped into four major elements; structure, environment, values and impact. The statistical analysis was completed through a statistical software package SPSS and Excel.

The main statistical tools were: Cross tab, Frequency table, percentages, mean, ANOVA test, Multiple comparison (Bonferroni test), correlation, manual editing, transcribed and narrative analysis were used to analyze the differences of opinion among different groups of respondents; for example, beneficiaries' vs NGO board vs NGO staff vs Civil society vs Government Official etc. Similarly, district-wise individual relation also was explored for example, Dolpa vs Humla vs Jumla vs Kalikot vs Mugu. In addition, the open-ended responses were analyzed by using qualitative methodology. Cases were developed based on the report of the qualitative research. 10 point rating scale was used to identify the NGO status as well as changes in community. Observational data was also quantified and found the statistical value of analysis. Out of 10 points, 5 & 6 point was remained as the mean point and lower (1, 2, 3, & 4 point) and upper (7, 8, 9 & 10 point) value was calculated to show the NGO status and changes of community. Total score of mean point and above mean point was considered as the positive rating and explained as the same.

The collected information was analyzed and interpreted that helped in synthesizing the result of the work. The data was presented in the graphical form as well. Data gathered from interviews was triangulated by using information gathered from participants' observation, and with documents in order to test their validity.

## Chapter - Four

### Observation

The data presented and analyzed under this chapter is based on the scientific and systematic study. The observed data was collected through both structured and unstructured interview on the basis of pragmatic philosophy. Data is presented under main five sub-headings: demographic information of respondents, status of NGOs, contribution of NGOs, enabling and impending factors and revised NGO assessment criteria. Both quantitative and qualitative data are presented simultaneously as follow.

#### 4.1 Demographic information of the respondents

The study had collected the demographic information of respondents to know the basic characteristics of service providers and beneficiaries of NGOs in Karnali Zone of Nepal. Demographic data are presented from Table no. 1-6. Demographic data includes the types of respondents, sex, age, and education, occupation, types of beneficiaries and involvement of respondents in social organizations.

##### 4.1.1 Districts wise Type of Respondents

**Table 7: Districts wise Type of Respondents (%)**

Districts	Type of Respondents					Total
	Beneficiaries	NGO Board	NGO Staff	Government	Civil Society	
Dolpa	60.6	12.1	12.1	7.6	7.6	100.0
Humla	63.4	12.2	12.2	6.1	6.1	100.0
Jumla	76.7	8.2	8.2	3.4	3.4	100.0
Kalikot	80.5	6.9	6.9	2.9	2.9	100.0
Mugu	59.6	14.9	14.9	5.3	5.3	100.0
Total	71.2	10.0	10.0	4.4	4.4	100.0

Source: Field survey, 2014

The above table no 7 presents the types of the respondents in district-wise. There were five types of the respondents, 71.2% respondents were beneficiaries, 10%



of the respondents were NGO board, 10% of the respondents were NGO staff, 4.4% of the respondents were government and 4.4% respondents were civil societies.

Out of 400 (71.2%) beneficiaries, the maximum respondents were in Kalikot 35% then Jumla in 28%, Mugu 14%, Humla 13% and minimum 10% were in Dolpa. Similarly, 56 (10%) respondents were from both NGO board and NGO staff among which maximum respondents 25% were in Mugu, 21.42% in Jumla and Kalikot, 17.85% in Humla and minimum 14.28% were in Dolpa. Out of 25 (4.4%) respondents of government and civil societies, 20% equally were from each district Dolpa, Humla, Jumla, Kalikot and Mugu.

In addition, according to district-wise respondents of Dolpa had 60.6% beneficiaries, 12.1% each NGO board and staff and 7.6% of government and civil societies respectively.

Similarly, Humla district had 63.4% beneficiaries, 12.2% each NGO board and staff and 6.1% government and civil societies respectively. Jumla district had 76.7% beneficiaries, 8.2% each NGO board and staff and 3.4% government and civil societies respectively.

Kalikot district had 80.5% beneficiaries, 6.9% each NGO board and staff and 2.9% government and civil societies respectively.

Finally, Mugu district had 59.6% beneficiaries, 14.9% each NGO board and staff and 5.3% government and civil societies respectively.

#### 4.1.2 Districts wise Sex of Respondents

**Table 8: Districts wise Sex of Respondents (%)**

Districts	Sex of Respondents		Total
	Female	Male	
Dolpa	25.8	74.2	100.0
Humla	28.0	72.0	100.0
Jumla	41.1	58.9	100.0
Kalikot	41.4	58.6	100.0
Mugu	20.2	79.8	100.0
Total	34.0	66.0	100.0

**Source:** Field survey, 2014

The table no. 8 presents the district wise sex of respondents. In total, 66% male followed by 34% females were participated in the study. District wise, maximum respondents 30.96% were participated from Kalikot, 25.97% from Jumla, 16.72% from Mugu, 14.59% respondents from Humla and minimum 11.74% from Dolpa district. Similarly, were participated from Humla, and. On the basis of sex, female participation was found minimum 20.2% in Mugu to 41.4% in Kalikot and male participation was found minimum 58.6% in Kalikot to 79.8% in Mugu. Similarly, female participation was 25.8% in Dolpa, 28% in Humla and 41.1% in Jumla.

#### 4.1.3 Districts wise Caste Distribution of the respondents

**Table 9: Districts wise Caste Distribution of the respondents (%)**

District	Caste of the Respondents					Total
	Brahmin	Chhetri	Janajati	Dalit	Others	
Dolpa	1.1	6.9	2.8	0.9	0.00	11.7
Humla	0.5	8.7	3.4	1.6	0.4	14.6
Jumla	5.0	15.7	1.6	3.6	0.2	26.0
Kalikot	10.5	14.1	0.9	5.5	0.0	31.0
Mugu	2.3	9.6	2.0	2.0	0.9	16.7
Total	19.4	55.0	10.7	13.5	1.4	100.0

**Source:** Field survey, 2014

The table no. 9 gives the caste wise distribution of respondents. The Majority of the respondents were Chhetri 55%. Out of this 55%, the majority was in Jumla 15.7% and Kalikot 14.1% but in Dolpa it was 6.9%. The second largest majority was Brahmin 19.4%, out of this percentage majority was in Kalikot 10.5% and lowest was in Dolpa 1.1%. Third majority was Dalit 13.5% which distributed Kalikot highest 5.5% and Jumla 3.6%, Mugu 2%, Humla 1.6% and lowest in Dolpa 0.9%. Similarly, Janajati respondents were 10.7% and highest majority was in Humla 3.4%, Mugu 2%, Jumla 1.6 and lowest was in Kalikot 0.9%.

#### 4.1.4 Districts wise Age of respondents

**Table 10: Districts wise Age of respondents (%)**

Districts	Group wise Age of respondents						Total
	Below 20	21 to 30	31 to 40	41 to 50	51 to 60	Above 60	
Dolpa	7.6	53.0	28.8	10.6	.0	.0	100.0
Humla	7.3	39.0	39.0	12.2	2.4	.0	100.0
Jumla	5.5	34.2	30.1	18.5	9.6	2.1	100.0
Kalikot	5.2	43.1	35.1	14.9	1.1	.6	100.0
Mugu	4.3	52.1	31.9	7.4	4.3	.0	100.0
Total	5.7	42.9	33.1	13.7	3.9	.7	100.0

**Source:** Field survey, 2014

The table no. 10 gives the age distribution of respondents. The ages of respondents were below 20 years to above 60 years old. In total, 4.7% respondents were below age of 20 and only 0.7% was above than 60 years old. Majority of respondents (42.9%) were of 21 to 30 age groups. This data shows that very young age groups were actively involved in community development programs initiated by different NGOs in Karnali Zone.

District wise, 4.3% respondents were below the age of 20 in Mugu district followed by 7.6% in Dolpa district. Respondents above the age of 60 were participated from Jumla (3 respondents) and Kalikot (1 respondent) district only. 53% respondents

were between the ages of 21-30 years in Dolpa district which was comparatively higher than other rest four districts.

#### 4.1.5 Districts wise Education of Respondents

**Table 11: Districts wise Education of Respondents (%)**

District	Education of Respondents								Total
	Illiterate	Literate	Primary Level	Lower Secondary	Secondary Level	Certificate Level	Bachelor Level	Master Level and Above	
Dolpa	1.5	6.1	1.5	1.5	7.6	33.3	28.8	19.7	100.0
Humla	2.4	14.6	6.1	8.5	15.9	28.0	20.7	3.7	100.0
Jumla	5.5	9.6	8.2	7.5	19.9	20.5	26.0	2.7	100.0
Kalikot	.6	7.5	4.6	7.5	16.1	43.7	13.8	6.3	100.0
Mugu	2.1	13.8	3.2	4.3	8.5	24.5	33.0	10.6	100.0
Total	2.5	10.0	5.2	6.4	14.8	31.0	23.	7.3	100.0

**Source:** Field survey, 2014

The study also had collected the educational status of respondents. In above table no 11 represent the status of the education. In total, 2.5% respondents were illiterate; they were from the beneficiaries of NGOs services whereas 7.3% had Master degree and above. While comparing District wise educational status of the respondents, 19.7% respondents of Dolpa district had Master degree and above followed by 10.6% respondents of Mugu, 6.3% respondents Kalikot, 3.7% Humla and 2.7% in Jumla. The data of table no. 5 shows that comparatively, people of Dolpa district were more qualified than other rest four districts. 5.5% respondents of Jumla district were using the NGOs service followed by 0.6% respondents of Kalikot district.

#### 4.1.6 Districts wise Occupation of Respondents

The study shows the variety of occupation; agriculture, business, service, study and others. Here, other service covers the abroad job and labour work.

**Table 12: Districts wise Occupation of Respondents (%)**

District	Occupation of Respondents					Total
	Agriculture	Business	Service	Student	Others	
Dolpa	27.3	6.1	42.4	22.7	1.5	100.0
Humla	20.7	12.2	30.5	18.3	18.3	100.0
Jumla	34.2	11.6	32.2	13.0	8.9	100.0
Kalikot	24.1	8.0	36.8	16.7	14.4	100.0
Mugu	17.0	8.5	54.3	11.7	8.5	100.0
Total	25.4	9.4	38.3	15.8	11.0	100.0

**Source:** Field survey, 2014

The data of table no. 12 shows that in total, majority of respondents (38.3%) were involved in service followed by 25.4% in agriculture, 15.8% were in study as a student, 11% in other occupation which were not stable work and changing in time and duration and 9.4% were involved in business. It is interesting that Nepal is an agricultural country but in Karnali zone, only 25% people are involved in agriculture. From this data, it is estimated that Karnali Zone owns low fertile land due to geographical remoteness which has ultimately resulted the increased number of youths entering into Arabian countries to labor and life with money.

In district wise comparison, 34.2% respondents were involved in agriculture which was higher than the rest four districts. Similarly, regarding the involvement in business, 12.2% respondents of Humla and only 6.1% in Dolpa were involved in this sector. Similarly, 54.3% of Mugu followed by 30.5% of Humla involved in service.

#### **4.1.7 Districts wise Types of Beneficiaries**

There were two types of respondents in the beneficiary category that were included in study i.e. direct beneficiaries and indirect beneficiaries. Direct

beneficiaries were those who were directly involved in program and got the benefit and indirect beneficiaries were those who were using the facilities indirectly.

**Table 13: Districts wise Types of Beneficiaries (%)**

District	Types of Beneficiaries		Total
	Direct Beneficiaries	Indirect Beneficiaries	
Dolpa	93.9	6.1	100.0
Humla	85.4	14.6	100.0
Jumla	73.3	26.7	100.0
Kalikot	94.8	5.2	100.0
Mugu	83.0	17.0	100.0
Total	85.8	14.2	100.0

**Source:** Field survey, 2014

The table no. 13 shows that in total, 85.8% respondents of study areas were direct beneficiaries whereas 14.2% were indirect beneficiaries. In district wise comparison, 94.8% were direct beneficiaries in Kalikot followed by 93.9% in Dolpa, 85.4% in Humla, 83% in Mugu and 73.3% in Jumla. The data reveals that around 73% to 95% participants of this study were direct beneficiaries. It also gives the ideas that NGOs services had covered the larger areas in each district.

## 4.2 Status of the NGOs in Karnali Zone

Karnali Zone is known as the backward region of Nepal so in recent years; several non-governmental organizations (NGOs) were working there to uplift the socio-economic status of local people. Considering the status of NGOs, the study had presented data on the basis of in-depth survey of questionnaires. The status of NGOs was measured by using the established scale developed by Civil Society Index (CSI). The four major elements structure; environment, value and impact were taken as the main evaluation indicators along with 25 sub elements to cover 74 assessment criteria.

The following data showed the mean differentiation of four major elements (structure, environment, values, and impact) on the basis of five districts and types of

respondents. The analysis of variance (ANOVA) test was calculated and found the following values. The mean values and value of f-test had given the description of NGOs status in Karnali Zone.

Comparative data were presented to identify the high and low value of four main major elements and twenty five sub elements as well as its significant differences between and within the districts and respondents. The study had adopted the mixed method; quantitative data were verified by qualitative data, so qualitative data were also presented here to know the status of NGOs in Karnali Zone.

#### 4.2.1 ANOVA test within the districts

Structure, environment, values and impact were the four main elements of NGOs to determine their status so this study had measured these four elements. An analysis of variance (ANOVA) was done to know the significant difference among the all five districts of Karnali Zone of Nepal on the basis of four main elements. The table no. 8 presents the data of ANOVA which gives the F value and P value to measure its significant difference of the major elements.

**Table 14: ANOVA test within the districts**

Description	F Value	P Values	Remarks
Structure	17.231	.000	Significant
Environment	9.971	.000	Significant
Values	9.867	.000	Significant
Impact	13.346	.000	Significant

**Source:** Field survey, 2014

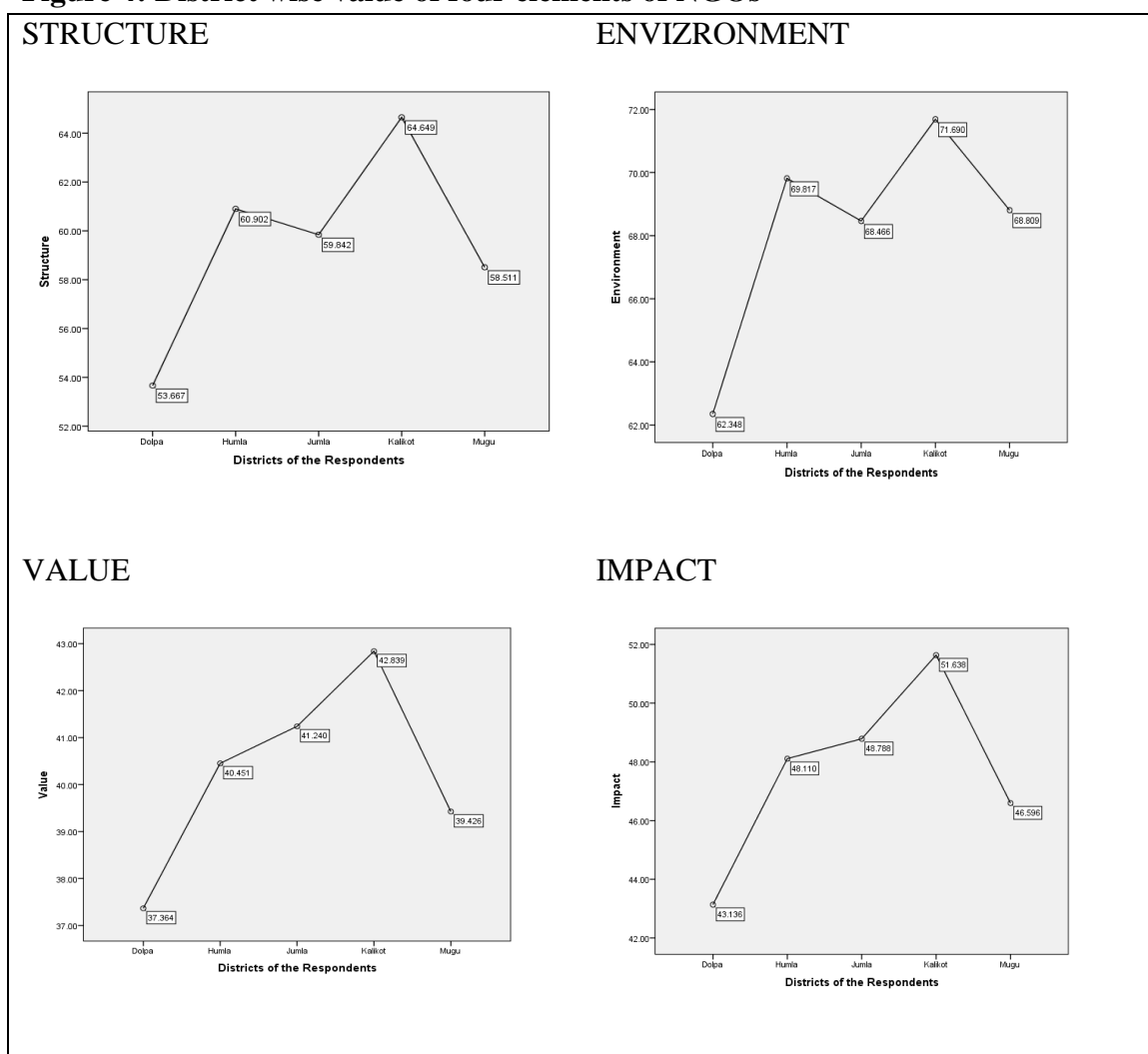
In all four major elements; structure, environment, values and impact P-value was observed 0.000. It indicates there is significant difference within districts (Dolpa, Humla, Jumla, Kalikot and Mugu).

The p value of ANOVA test was rejected the hypothesis no. 1 to 4 of the study that there was significant difference in structure, environment, values and impact in all five districts in  $P = .000$  significant level at 95% confidence interval.

#### 4.2.2 District wise value of four elements of NGOs

Descriptive analysis was done to know the mean value of each district on the basis of structure, environment, value and impact of NGOs.

**Figure 4: District wise value of four elements of NGOs**



The above graph of structure shows that Kalikot district had higher mean value 64.64 among five districts. Similarly, Humla had 60.90 mean value which was higher than Jumla, Dolpa and Mugu. Likewise, Jumla had mean value 59.84 and



Mugu had 58.51 mean value and minimum was in Dolpa which was 53.66 mean value.

Similarly, Environment shows that Kalikot district had the highest mean value 71.69 among five districts. Similarly, Humla had the second highest 69.81 mean value which was higher than Jumla, Dolpa and Mugu. Likewise, Mugu had mean value 68.80 and Jumla had 68.46 mean value and minimum was in Dolpa which was 62.34 mean value.

Likewise, the above graph of Value shows that Kalikot district had the highest mean value 42.83 among the five districts like Structure and Environment. Likewise, Jumla had 41.24 mean value, Humla had 40.45, Mugu had 39.42 and Dolpa had minimum 37.36 mean value.

Further, the above graph of Impact shows that Kalikot district had the highest mean value 51.63 among the five districts. Similarly, Jumla had 48.78, Humla had 48.11, and Mugu had 46.59 and Dolpa had minimum like other three elements 43.13 mean value.

In overall, Kalikot district had the highest in all four elements i.e. Structure, Environment, Value and Impact but Humla was higher than other three districts Jumla, Mugu and Dolpa in Structure and Environment but Jumla was higher in Values and Impact than other three districts Humla, Mugu and Dolpa. Mugu district was in the forth rank and Dolpa was minimum than all districts in all elements.

#### **4.2.3 District wise multiple comparison of NGOs (Bonferroni test)**

The study had done multiple comparisons of each element of NGOs to know the significant difference between the two districts among five districts of Karnali Zone. The multiple comparisons had been analyzed based on assessment criteria under the four major elements i.e. Structure, Environment, Values and Impact.

#### 4.2.3.1 District wise multiple comparison of structure of NGOs (Bonferroni test)

Structural factor is one of the major elements of NGOs. There were six sub elements under the Structure. In the table no. 14, the overall Structure of NGOs in all five districts found significantly different at the  $P=0.000$  significant levels. The following table is the multiple comparison of Structure of NGOs among the study districts of Karnali Zone.

**Table 15: District wise multiple comparison of structure of NGOs**

Description	District	P-Values	95% confidence level of difference		Remarks
			Lower bound	Upper bound	
Structure	Dolpa – Humla	0.000	-11.77	-2.70	Humla has significantly higher
	Dolpa – Jumla	0.000	-10.24	-2.10	Jumla has significantly higher
	Dolpa - Kalikot	0.000	-14.94	-7.01	Kalikot has significantly higher
	Dolpa – Mugu	0.02	-9.24	-0.44	Mugu has significantly higher
	Humla – Jumla	1.00	-2.72	4.84	No significant difference
	Humla – Kalikot	0.042	-7.42	-0.073	Kalikot has significantly higher
	Humla – Mugu	1.00	-1.75	6.53	No significant difference
	Jumla - Kalikot	0.000	-7.88	-1.72	Kalikot has significantly higher
	Jumla – Mugu	1.00	-2.29	4.95	No significant difference
	Kalikot - Mugu	0.000	2.62	9.65	Kalikot has significantly higher

**Source:** Field survey, 2014

The table shows that there was significant difference found between the Dolpa and Humla district and Humla district had significantly higher value than Dolpa. Similarly, there was significant difference found between the Dolpa and Jumla districts. Here was also Jumla had a significantly higher value than Dolpa. Likewise, Dolpa and Kalikot were found to have significant differences between two districts where Kalikot had a higher value than Dolpa. Similarly, there was significant difference found between Dolpa and Mugu where Mugu had higher value than Dolpa. Likewise, there was significant difference found between Kalikot and Humla, Kalikot

and Jumla and Kalikot and Mugu districts and Kalikot had significantly higher value than Humla, Jumla and Mugu.

The table shows that Kalikot had higher value than all districts and Dolpa had lower value between all districts. The table shows that there was no significant difference between Humla and Jumla, Humla and Mugu and Jumla and Mugu.

#### 4.2.3.2 District wise multiple comparison of environment of NGOs (Bonferroni test)

Environmental factor is one of the major elements of NGOs. In the table no. 14, the overall environment of NGOs in all five districts found significantly different at the  $P = .000$  significant levels. To know the pair to pair relation, the table no. 16 gives the significant different between the two districts relating with environment. The following table gives the overall multiple comparison of the environment between the districts.

**Table 16: District wise multiple comparison of environment of NGOs**

Description	District	P-Value	95% confidence level of difference		Remarks
			Lower bound	Upper bound	
<b>Environment</b>	Dolpa – Humla	0.000	-12.29	-2.64	Humla has significantly higher
	Dolpa – Jumla	0.001	-10.44	-1.78	Jumla has significantly higher
	Dolpa – Kalikot	0.000	-13.56	-5.12	Kalikot has significantly higher
	Dolpa – Mugu	0.001	-11.14	-1.77	Mugu has significantly higher
	Humla – Jumla	1.000	-2.67	5.37	No significant difference
	Humla – Kalikot	1.000	-5.78	2.03	No significant difference
	Humla – Mugu	1.000	-3.40	5.41	No significant difference
	Jumla – Kalikot	0.057	-6.50	0.05	No significant difference
	Jumla – Mugu	1.00	-4.20	3.51	No significant difference
	Kalikot – Mugu	0.302	-0.85	6.61	No significant difference

**Source:** Field survey, 2014

Between the districts, there was significant difference found between the Dolpa and Humla district where Humla had significantly higher than Dolpa. Similarly, there was significant difference found between the Dolpa and Jumla

districts where Jumla had significantly higher than Dolpa. There was significant difference found between the Dolpa and Kalikot districts where Kalikot had significantly higher than Dolpa. There was significant difference found between the Dolpa and Mugu districts where Mugu had significantly higher than Dolpa. The data shows that Dolpa district had significantly lower value than rest four districts.

There was no significant difference found between the Humla and Jumla districts. Similarly, there was no significant difference found between the Humla and Kalikot district. There was no significant difference found between the Humla and Mugu district. There was no significant difference found between the Jumla and Kalikot district, Jumla and Mugu districts, and Kalikot and Mugu districts.

The data of table no. 16 gives the result that except Dolpa district, there was no significant difference found between the rests other districts.

The above table shows Kalikot district value had higher score and Dolpa district had lower score among five districts. It shows that environmental factors of Dolpa district was significantly less favorable for the working condition of NGO in comparison of other rest four districts of Karnali zone.

#### **4.2.3.3 District wise multiple comparison of values of NGOs (Bonferroni test)**

The study had included the four elements as the major assessment criteria of NGOs among which 'value' is one of them. Values represent the institutional ethics of NGO which controls the moral aspect of NGOs activities. From the ANOVA test in table no. 14, statistical test had given the significant difference among the all five districts. So, in connection with the table no. 14, the data of following table no. 17 shows the district to district comparison.

**Table 17: District wise multiple comparison of values of NGOs**

Description	District	P-Values	95% confident level of difference		Remarks
			Lower bound	Upper bound	
<b>Values</b>	Dolpa – Humla	0.048	-6.16	-0.01	Humla has significantly higher
	Dolpa – Jumla	0.000	-6.63	-1.11	Jumla has significantly higher
	Dolpa - Kalikot	0.000	-8.16	-2.78	Kalikot has significantly higher
	Dolpa – Mugu	0.520	-5.04	0.92	No significant difference
	Humla – Jumla	1.000	-3.35	1.77	No significant difference
	Humla – Kalikot	0.070	-4.87	0.10	No significant difference
	Humla – Mugu	1.000	-1.78	3.83	No significant difference
	Jumla - Kalikot	0.311	-3.68	0.48	No significant difference
	Jumla – Mugu	0.380	-0.64	4.27	No significant difference
	Kalikot – Mugu	0.001	1.03	5.79	Kalikot has significantly higher

**Source:** Field survey, 2014

There was significant difference found between the Dolpa and Humla district where Humla had significantly higher than Dolpa. Similarly, there was significant difference found between the Dolpa and Jumla district where Jumla had significantly higher than Dolpa. There was significant difference found between the Dolpa and Kalikot district where Kalikot had significantly higher than Dolpa. Similarly, there was significant difference found between Kalikot and Mugu where Kalikot had higher value than Mugu.

There was no significant difference found between the Dolpa and Mugu district. Similarly there was no significant difference between Humla, and Jumla, Humla and Kalikot, and Humla and Mugu. Likewise, there was no significant difference between Jumla and Kalikot and Jumla and Mugu.

The above table shows Kalikot district value had higher score among five districts and Dolpa district had lower score among all districts.

#### 4.2.3.4 District wise multiple comparison of impact of NGOs (Bonferroni test)

Impact factor is one of the major elements of NGOs. In the table no. 8, the overall impact of NGOs in all five districts found significantly different at the .000 significant levels. The following table no. 18 describes the pair to pair relation between the two districts.

**Table 18: District wise multiple comparison of impact of NGOs**

Description	District	P-Value	95% confidence level of difference		Remarks
			Lower bound	Upper bound	
Impact	Dolpa – Humla	0.005	-8.99	-0.95	Humla has significantly higher
	Dolpa – Jumla	0.000	-9.25	-2.04	Jumla has significantly higher
	Dolpa - Kalikot	0.000	-12.01	-4.98	Kalikot has significantly higher
	Dolpa – Mugu	0.129	-7.36	0.44	No significant difference
	Humla – Jumla	1.000	-4.03	2.67	No significant difference
	Humla – Kalikot	0.024	-6.78	-0.27	Kalikot has significantly higher
	Humla – Mugu	1.000	-2.16	5.18	No significant difference
	Jumla – Kalikot	0.034	-5.58	-0.12	Kalikot has significantly higher
	Jumla – Mugu	0.553	-1.02	5.40	No significant difference
	Kalikot – Mugu	0.000	1.92	8.15	Kalikot has significantly higher

**Source:** Field survey, 2014

There was significant difference found between the Dolpa and Humla district where Humla had significantly higher than Dolpa. Similarly, there was significant difference found between the Dolpa and Jumla district where Jumla had significantly higher than Dolpa. There was significant difference found between the Dolpa and Kalikot district where Kalikot had significantly higher than Dolpa.

Similarly, there was significant difference found between Humla and Kalikot, Jumla and Kalikot, and Kalikot and Mugu where Kalikot was higher value between Humla, Jumla and Mugu. It shows that Kalikot had higher value than all districts and Dolpa had lower value than all.

Likewise, there was no significant difference found between the Dolpa and Mugu district, Humla and Jumla districts, Humla and Mugu districts and Jumla and Mugu districts.

#### 4.2.4 Sub elements wise ANOVA Test of the major elements NGOs

There were 25 sub-elements included into the four main elements of NGO's assessment criteria. All these sub-elements were equally important to evaluate the contribution of NGOs. So, the study had run the F-test to identify the significant difference in each sub-element.

**Table 19: Component wise Sub group of main elements of NGOs**

Elements	Sub-elements	F Value	P-Values	Remarks
<b>Structure</b>	Breadth of citizen Participation	9.884	.000	Significant
	Depth of citizen participation	11.052	.000	Significant
	Diversity of civil society Participation	14.700	.000	Significant
	Resources	11.647	.000	Significant
	Level of organization	4.014	.003	Significant
	Inter relations	11.358	.000	Significant
<b>Environment</b>	Political context	10.590	.000	Significant
	Basic freedom & rights	10.232	.000	Significant
	Socio-economic context	9.130	.000	Significant
	Socio-cultural context	7.479	.000	Significant
	Private sector civil society	3.489	.008	Significant
	Legal environment	6.703	.000	Significant
	State civil society relation	4.485	.001	Significant
<b>Values</b>	Democracy	4.901	.001	Significant
	Transparency	8.668	.000	Significant
	Tolerance	7.652	.000	Significant
	Non-violence	5.156	.000	Significant
	Environmental sustainability	5.156	.000	Significant
	Poverty eradication	6.123	.000	Significant
	Gender equity	8.054	.000	Significant
<b>Impact</b>	Holding state & private sector	8.248	.000	Significant
	Influencing public policy	8.954	.000	Significant
	Responding to social interest	6.405	.000	Significant
	Empowering citizens	9.011	.000	Significant
	Building social capital	14.693	.000	Significant

**Source:** Field survey, 2014

## **Structure**

There were six sub elements under the structure. Those six sub elements were breadth of citizen participation, depth of citizen participation, diversity of civil society participation, resources, level of organization, and inter relation of NGOs.

There was significant difference of breadth of citizen participation of NGOs from Kalikot to all four districts.

There is significantly difference of depth of citizen participation from Dolpa to all rest four district.

There is significant difference of diversity of civil society participation of NGOs from Kalikot to all four districts.

There is significant difference of resources of NGOs from Dolpa to all four districts and similarly Humla to Jumla and Mugu as well.

There is significant difference of diversity of level of organization of NGOs between Dolpa to Kalikot

There is significantly difference of inter relation of NGOs from Dolpa to all rest four districts. Similarly, Kalikot is significantly difference to Humla, Jumla and Mugu.

## **Environment**

There are seven sub elements under the environment. These seven sub elements are political context, basic freedom of rights, socio-economic context, socio-cultural context, private sector civil society, legal environment and state civil society.

There is significantly difference of political context of the Dolpa to Kalikot and Mugu; similarly Kalikot is significantly difference with Humla and Jumla.

There is significantly difference of basic freedom and rights of the Dolpa district with rest four districts Humla, Jumla, Kalikot and Mugu of the Karnali zone.



There is significantly difference of socio-economic context of Humla to rest four districts Dolpa, Jumla, Kalikot and Mugu.

There is significantly difference of socio-cultural context of Dopl to rest four districts Humla, Jumla, Kalikot and Mugu and Jumla to Mugu also significantly difference.

There is significantly difference of legal environment of NGOs from Dolpa to Humla, Jumla and Kalikot.

There is significantly difference of state civil society relations of NGOs from Kalikot to Dolpa and Jumla.

### **Values**

There are seven sub elements under values. These seven sub elements are democracy, transparency, tolerance, non-violence, private sector civil society, poverty eradication and gender equity.

There is significantly difference of democracy of NGOs from Dolpa to Jumla and Kalikot.

There is significantly difference of transparency of NGOs from Kalikot to Dolpa, Humla and Mugu.

There is significantly difference of tolerance of NGOs from Dolpa to Humla, Jumla and Kalikot.

There is significantly difference of non-violence of NGOs between Humla and Kalikot.

There is significantly difference of private sector civil society of NGOs between Dolpa and Kalikot.

There is significantly difference of poverty eradication of NGOs from Dolpa to Humla, Jumla and Kalikot.

There is significantly difference of gender equity of NGOs from Dolpa to Humla and Mugu to Humla and Kalikot; also difference between Jumla and Kalikot.

### **Impact**

There are five sub elements under impact. These five sub elements are holding state and private sector, influencing public policy, responding to social interest, empowering citizen and building social capital.

There is significantly difference of holding state and private of NGOs of Dolpa to Humla, Jumla, Kalikot and Mugu; and between Humla to Kalikot.

There is significantly difference of influencing public policy of NGOs of Dolpa to Humla, Jumla, Kalikot and Mugu; and Kalikot to Jumla and Mugu.

There is significantly difference of responding to social interest of NGOs of Dolpa to Jumla and Kalikot; and Kalikot to Mugu.

There is significantly difference of empowering citizens of NGOs of Dolpa to Jumla, Humla and Kalikot; and Kalikot to Mugu as well.

There is significantly difference of building social capital of Dolpa to Jumla and Kalikot; and Kalikot to Humla, Jumla and Mugu.

### **Respondent wise comparison of the districts**

#### **Structure**

There are six sub elements under the structure. These six sub elements are breadth of citizen participation, depth of citizen participation, diversity of civil society participation, resources, level of organization, and inter relation of NGOs.

There is significant difference of breadth of citizen participation between civil society to beneficiaries, NGO board and NGO staff.

There is significantly difference of depth of citizen participation between civil society and beneficiaries and NGO board.

There is significant difference of resources between NGO boards to civil society.

### **Environment**

There are seven sub elements under the environment. These seven elements are political context, basic freedom of rights, socio-economic context, socio-cultural context, private sector civil society, legal environment, and state civil society.

There is significant difference of socio-economic context between NGO board and civil society.

### **Values**

There are seven sub elements under values. These seven sub elements are democracy, transparency, tolerance, non-violence, private sector civil society, poverty eradication and gender equity.

There is significant difference of non-violence between beneficiaries to NGO staff, and NGO board to government.

## **4.2.5 ANOVA test within the respondents**

Structure, environment, values and impact were the four main elements of NGOs to determine their status. So the study had measured those four elements analyzing ANOVA test based on respondents of the study area. The following table no. 20 presents the data of ANOVA which gives the F value and P value to measure its significant difference of value of four major elements of the NGOs.

**Table 20: ANOVA test within the respondents**

Description	F Value	P – Values	Remarks
Structure	3.582	0.007	Significant
Environment	0.941	0.44	Insignificant
Values	0.977	0.420	Insignificant
Impact	0.829	0.507	Insignificant

**Source:** Field survey, 2014

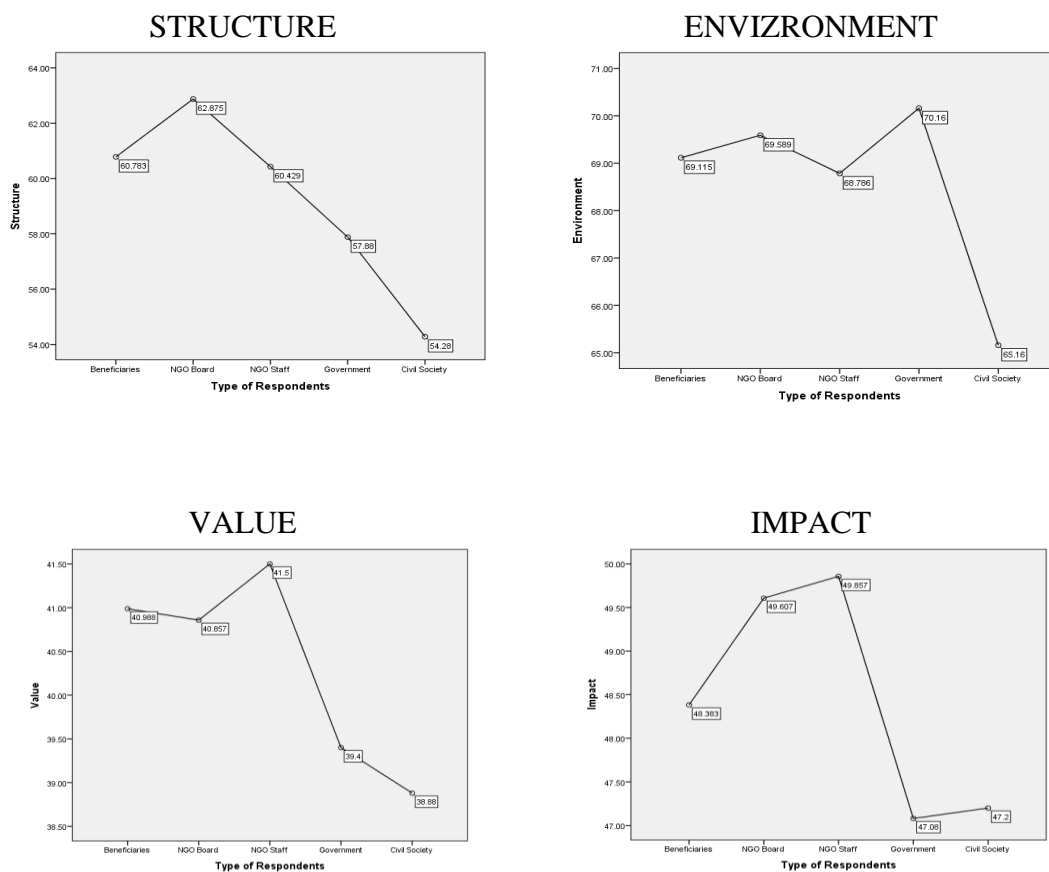
From the above table in the structure F value was 3.582 and P-values was 0.007 observed. It indicates that there was a significant difference between respondents in the structure. And other three components environment, values and impact were not significantly difference observed within respondents.

The p value of ANOVA test had rejected the hypothesis no. 5 of study that there was significant difference in structure among the types of respondents in  $P = .007$  significant level at 95% confidence interval. But the data accepted the null hypothesis no. 6 to 8 that there was no difference in environment, values and impact among the types of respondents in  $P = .44$ ,  $P = 0.420$  and  $P = 0.507$  respectively significant level at 95% confidence interval.

#### **4.2.6 Respondent wise value of four elements of NGOs**

Descriptive analysis was done to know the mean value of each respondent on the basis of structure, environment, value and impact of NGOs.

The data presented below explained the mean value of each element of NGOs. The following data shows the mean differentiation of four major elements (structure, environment, values, and impact) on the basis of five types of respondents. The analysis of variance (ANOVA) test was calculated and found the following values. The mean values and value of f-test has given the description of NGOs status in Karnali Zone. Comparative data are presented to identify the high and low value of four main elements as well as its significant differences between and within the respondents.

**Figure 5: Respondent wise mean value of four elements of NGOs**

The above graph of structure shows that NGO board had higher mean value 62.87 among five types of respondents. Similarly, beneficiaries had 60.78 mean value which was higher than NGO staff, government and civil society. Likewise, NGO staff had mean value 60.42 and government had 57.88 mean value and civil society had minimum value 54.28 which was lower than all.

Similarly, government had the highest mean value 70.16 among five types of respondents. Similarly, NGO board had 69.58 mean value which was higher than beneficiaries, NGO staff, and civil society. Likewise, beneficiaries had 69.11 and civil society had 65.16 minimum mean value among all respondents.

Likewise, the above graph of Value shows that NGO staff had 41.5 mean value, beneficiaries had 40.98 and NGO board had 40.85 and government had 39.4 and civil society had 38.88 minimum mean value among all.

Further, the above graph of Impact shows that NGO staff had 49.85, NGO board had 49.60, beneficiaries had 48.38, civil society had 47.2 and government had 47.08 mean value. It proves that impact was related with policy matters which directly associated with government agencies which represented the lower mean value.

#### **4.2.7 Respondent wise multiple comparison of NGOs (Bonferroni test)**

The study had done multiple comparisons of each element of NGOs to know the significant difference between the two respondents among five key respondents. The multiple comparisons had been analyzed based on assessment criteria under the four major elements i.e. Structure, Environment, Values and Impact.

##### **4.2.7.1 Respondent wise multiple comparison of structure of NGOs (Bonferroni test)**

Structural factor is one of the major elements of NGOs. There were six sub elements under the Structure. In the table no. 20, the overall Structure of NGOs found significantly different at the .000 significant levels. The following table is the multiple comparison of Structure of NGOs between respondents.

**Table 21: Respondent wise multiple comparison of structure of NGOs**

Description	Respondents types	P-Values	95% confidence level of difference		Remarks
			Lower bound	Upper bound	
<b>Structure</b>	Beneficiaries – NGO board	1.000	-6.187	2.002	No significant difference
	Beneficiaries - NGO staff	1.000	-3.741	4.449	No significant difference
	Beneficiaries – Government	1.000	-3.014	8.819	No significant difference
	Beneficiaries – Civil society	0.021	0.585	12.419	Beneficiary has significantly higher
	NGO board – NGO staff	1.000	-2.977	7.870	No significant difference
	NGO board – Government	0.419	-1.908	11.898	No significant difference
	NGO board – Civil society	0.005	1.691	15.498	NGO board has significantly higher
	NGO staff – Government	1.000	-4.355	9.452	No significant difference
	NGO staff – Civil society	0.124	-0.755	13.052	No significant difference
	Government – Civil society	1.000	-4.518	11.7183	No significant difference

**Source:** Field survey, 2014

The table no. 21 shows that there was significant difference between the beneficiaries and civil society at the  $P = 0.021$  significant level which was less than .05. The value of beneficiaries was significantly higher than civil society. Similarly, there was significant difference between the NGO board and civil society at the  $P = 0.005$  significant level which was less than .05. The value of NGO board was significantly higher than civil society.

The relation between the other respondents; government vs. civil society, NGO staff vs. civil society, NGO staff vs. government, beneficiaries vs. government, NGO board, NGO staff was found no significant difference because the P value was greater than .05 significant level.

The above table shows NGO board value had higher score and civil society had lower score between five types of respondents.

#### **4.2.7.2 Respondent wise multiple comparison of environment of NGOs**

##### **(Bonferroni test)**

Environmental factor is one of the major elements of NGOs. In the table no. 20, the overall environment of NGOs was found no significant difference observed. In  $P = 0.44$  significant level at 95% confidence interval. To know the pair to pair relation following table no. 22 gives the significant different between the two respondents.



**Table 22: Respondent wise multiple comparison of environment of NGOs**

Description	Respondents types	P-Values	95% confidence level of difference		Remarks
			Lower bound	Upper bound	
<b>Environment</b>	Beneficiaries – NGO board	1.000	-4.771	3.822	No significant difference
	Beneficiaries - NGO staff	1.000	-3.967	4.626	No significant difference
	Beneficiaries – Government	1.000	-7.253	5.163	No significant difference
	Beneficiaries – Civil society	0.731	-2.253	10.163	No significant difference
	NGO board – NGO staff	1.000	-4.887	6.494	No significant difference
	NGO board – Government	1.000	-7.814	6.673	No significant difference
	NGO board – Civil society	0.854	-2.814	11.673	No significant difference
	NGO staff – Government	1.000	-8.618	5.8696	No significant difference
	NGO staff – Civil society	1.000	-3.618	10.869	No significant difference
	Government – Civil society	0.986	-3.518	13.518	No significant difference

**Source:** Field survey, 2014

The table no. 22 has explained the multiple comparisons between the respondents regarding their perception on environment of NGOs. The data shows that there was no significant differences between the each group of respondents because P value was found greater than .05 (5%) of significant level at 95% confidence interval.

#### 4.2.7.3 Respondent wise multiple comparison of values of NGOs (Bonferroni test)

The study had included the four elements as the major assessment criteria of NGOs among which 'value' is one of them. So, in connection with the table no. 20, the data of following table no. 23 shows the respondent to respondent comparison.

**Table 23: Respondent wise multiple comparison of values of NGOs**

Description	Respondents types	P-Value s	95% confidence level of difference		Remarks
			Lower bound	Upper bound	
Values	Beneficiaries – NGO board	1.000	-2.604	2.864	No significant difference
	Beneficiaries - NGO staff	1.000	-3.247	2.222	No significant difference
	Beneficiaries – Government	1.000	-2.363	5.538	No significant difference
	Beneficiaries – Civil society	1.000	-1.843	6.058	No significant difference
	NGO board – NGO staff	1.000	-4.264	2.979	No significant difference
	NGO board – Government	1.000	-3.152	6.067	No significant difference
	NGO board – Civil society	1.000	-2.632	6.587	No significant difference
	NGO staff – Government	1.000	-2.510	6.710	No significant difference
	NGO staff – Civil society	1.000	-1.990	7.230	No significant difference
	Government – Civil society	1.000	-4.901	5.941	No significant difference

Source: Field survey, 2014

Following the analysis of table no. 22, the study found insignificant association between the respondents regarding their perception on environment of NGO. In the same way, the data also explored the relationship between the respondents regarding their response on 'value' of NGO. The data of table no. 23 shows that there was no significant difference between the respondents. NGO board vs. government or NGO's staff vs. civil society vs. beneficiaries were found no relations between them. The P value was found greater than .05 significant levels. It accepted the null hypothesis.

#### 4.2.7.4 Respondent wise multiple comparison of impact of NGOs (Bonferroni test)

Impact factor is one of the major elements of NGOs. In the table no. 20, the overall impact of NGOs found no significant difference among types of respondents in  $P = 0.507$  significant level at 95% confidence interval. The following table no. 24 describes the pair to pair relation between the two respondents.

**Table 24: Respondent wise multiple comparison of impact of NGOs**

Description	Respondents types	P-Value	95% confidence level of difference		Remarks
			Lower bound	Upper bound	
Impact	Beneficiaries – NGO board	1.000	-4.846	2.397	No significant difference
	Beneficiaries - NGO staff	1.000	-5.096	2.147	No significant difference
	Beneficiaries – Government	1.000	-3.931	6.536	No significant difference
	Beneficiaries – Civil society	1.000	-4.051	6.416	No significant difference
	NGO board – NGO staff	1.000	-5.047	4.547	No significant difference
	NGO board – Government	1.000	-3.579	8.633	No significant difference
	NGO board – Civil society	1.000	-3.699	8.513	No significant difference
	NGO staff – Government	1.000	-3.329	8.883	No significant difference
	NGO staff – Civil society	1.000	-3.449	8.763	No significant difference
	Government – Civil society	1.000	-7.300	7.060	No significant difference

**Source:** Field survey, 2014

Impact was the output and result of the contribution of the NGOs. The study also evaluated the impact of NGO in the Karnali Zone. The analysis of survey data presented in table no. 24 shows that there was no significant difference between the respondents regarding the impact of NGO. It was interesting that the P value of each relation was found equal ( $P = 1.000$ ) which was greater than .05. The result was accepted the null hypothesis that there was no significant difference between the respondents.

#### 4.2.8 Respondent wise Sub element of main elements of NGOs

There were 25 sub-elements included into the four main elements of NGO's assessment criteria. All those sub-elements were equally important to evaluate the contribution of NGOs. So, the study had run the F-test to identify the significant difference in each sub-element.

**Table 25: Respondent wise Sub elements of main elements of NGOs**

Main Element	Sub-Elements	F Value	P-Values	Remarks
Structure		3.582	0.007	Significant
	Breadth of citizen Participation	3.881	.004	Significant
	Depth of citizen participation	3.964	.004	Significant
	Diversity of civil society participants	2.132	.076	Insignificant
	Resources	3.177	.013	Significant
	Level of organization	.305	.875	Insignificant
	Inter relations	2.740	.028	Significant
Environment		0.941	0.44	Insignificant
	Political context	2.037	.088	Insignificant
	Basic freedom & rights	2.134	.075	Insignificant
	Socio-economic context	1.144	.335	Insignificant
	Socio-cultural context	.005	1.000	Insignificant
	Private sector civil society	1.960	.099	Insignificant
	Legal environment	.700	.592	Insignificant
	State civil society relation	.782	.537	Insignificant
Values		0.977	0.420	Insignificant
	Democracy	.490	.743	Insignificant
	Transparency	1.884	.112	Insignificant
	Tolerance	.770	.545	Insignificant
	Non-violence	1.265	.283	Insignificant
	Environmental sustainability	1.377	.240	Insignificant
	Poverty eradication	.749	.559	Insignificant
	Gender equity	1.195	.312	Insignificant
Impact		0.829	0.507	Insignificant
	Holding state & private sector	1.279	.277	Insignificant
	Influencing public policy	.700	.592	Insignificant
	Responding to social interest	.151	.963	Insignificant
	Empowering citizens	1.372	.242	Insignificant
	Building social capital	1.596	.174	Insignificant

**Source:** Field survey, 2014

The above table no 25 reveals that there were six sub elements under the structure. Out of six, four sub elements were observed significant. Breadth of citizen participants F value was 3.881 and P-value was 0.004, Depth of citizen participation F value was 3.964 and P-value was 0.004, Resources F value was 3.177 and P-value was 0.013 and inter relations F value was 2.74 and P-value was 0.028. Out of six, two sub elements were insignificant, diversity of civil society participants F value was 2.132 and P-value was 0.076 and level of organization F value was 0.305 and P-value was 0.875.

And under the three main elements environment, values and impact, the nineteen sub elements were not significantly difference observed within respondents.

#### **4.2.9 Findings from the In-depth interview and focus group discussion**

##### **Status of the NGOs**

NGOs of various nature and level, i.e. local to international were found to have been working in Karnali Zone for years focusing marginalized communities. Government and NGOs were found working together in health, agriculture, education and social mobilization sectors using the available resources. Most of the NGOs were affiliated with the NGO federation and respective subjective umbrella organizations in the district. Similarly, almost NGOs had alignment with the national level federation as well. Government of Nepal has a provision to register under the societies Registration Act 2034 (1977) and Social Welfare Act 2044. NGOs were found reporting to DAO and DDC but there was no legal controlling mechanism. Intentionally three types of NGOs are registered: demand based NGOs: starting with service delivery motive, NGO open imitation: only opening for copying other's idea, Donation motive: demand for donation from donor agencies and other possibilities.

Almost Nepalese NGOs were found to depend on International NGOs and charity organizations for financial and technical support which provided support for a temporary period. From this instance, the study drew the conclusion that NGOs used assistance and equipment temporally, i.e. till the funding period. The researcher studied that if there were any alternative plans of the NGOs in absence of international support. It was found that very few organizations had alternative strategic plan to make their NGO sustainable. Some of the technical problems also were observed during the interview that there was inadequate practices of nomination and election of executive members by general assembly, systematic leadership handover process, democratic exercise and practices developing the future sustainability plan.

Role of the NGOs was found most important in holist development of the Dolpa. In the context of the Dolpa district, NGOs had implemented people centred awareness, empowerment, income generation and livelihood improvement programs in the communities. The different NGOs had implemented small scaled programs but they were based on people centred development approach. Especially, KIRDARC Nepal, Desert Dolpa and DEPROSS had made big support in the community development of Karnali zone. There was provision of joint collaborative approach of concerned stakeholders to identify and mobilize the local resources for sustainable development of the local communities.

The study found that NGOs in Karnali Zone were supporting with their efforts to uplift local communities through Water, Sanitation and Hygiene, infrastructure development like construction of the road and irrigation, quality education through formal and non-formal education support and capacity strengthening related programs. The NGOs contributed in education, health, agriculture, environment and

tourism establishing public hearing, social audit practices to make all the stakeholders responsible to contribute for their community development. Similarly, those NGOs were found to be building the relation with key stakeholders more actively identifying all types of local resources.

NGOs had significant role to orient and disseminate the policy and guidelines of the government and implement the programs in the community for which NGOs had district and cluster level offices and working with the coordination of the district and VDC level local government. These instances showed that the NGOs were not constructing a different structure and mechanism but actively supporting the government structures and mechanism to implement at field level.

From the study it was also found that several NGOs were found active in the communities which were not affiliated to NGO federation. Some of the NGOs were found to have support of political parties and some other NGOs were found to have just registered in the District Administration Offices that did not have any offices and other systems. It was also reported that very few NGOs were in operation with the key intention of personal benefits instead of social welfare. The study found that there was practice of no uniformity structures and mechanisms in which member and staff were nominated and appointed with the personal relation. In those districts, NGOs' presence and structure existed from ward level. NGOs had initiated child club, youth club, mother groups to implement the programs in the community. Local, national and international NGOs were working through collaborating each other in those districts.

#### 4.2.10 Correlation test among four components of NGOs

The study of the NGOs assessment and performance review criteria was explored to find the relation among its main elements within the five district of Karnali Zone.

**Table 26: Correlation matrix among four components of NGOs**

Nonparametric Correlations			Environment	Value	Impact
Spearman's rho	Structure	Correlation	0.683	0.633	0.641
	Environment	Correlation		0.672	0.637
	Value	Correlation			0.755

**Source:** Field survey, 2014

In the above table, significant correlation found between structure and environment at the significant level of  $p = 0.000$  and Spearman's rho ( $r$ ) = 0.683 at the 95% confidence level. Similarly, there was significant correlation between structure and values at the significant level of  $p = 0.000$  and Spearman's rho ( $r$ ) = 0.633. Similarly, there was significant correlation between structure and impact at the significant level of  $p = 0.000$  and Spearman's rho ( $r$ ) = 0.633. Similarly, there was significant correlation between environment and values at the significant level of  $p = 0.000$  and Spearman's rho ( $r$ ) = 0.672. Likewise, there was significant correlation between environment and impact at the significant level of  $p = 0.000$  and Spearman's rho ( $r$ ) = 0.637. Similarly, there was significant correlation between values and impact at the significant level of  $p = 0.000$  and Spearman's rho ( $r$ ) = 0.755.

#### 4.2.11 Status of NGO from observational checklist

Status of NGO was physically observed during the time of field observation. Observation checklist was developed in 10 rating scale. The lowest number represented the lowest value or low status of NGO. There were 10 indicators developed to measure the status. These indicators were behaviour of the receptionist



to the visitors, condition of the office, building, existence of the institution, infrastructure of the organization, room and official stuffs, condition of the members of the organization, organizational information i.e. information board of the board, staff and other information, programs chart, organization's External environment, working environment of the organization and use of information and new technologies in the organization.

**Table 27: Status of NGOs from observational checklist**

S. N.	Description	Rating									
		1	2	3	4	5	6	7	8	9	10
1	Behaviour of the receptionist to the visitors	0	1	5	7	11	13	11	8	0	0
2	Condition of the office building	0	0	5	12	22	5	5	5	2	0
3	Existence of the institution	0	0	5	5	16	17	6	3	3	1
4	Infrastructure of the organization, room and official stuffs	0	0	2	10	13	9	12	6	3	1
5	Condition of the members of the organization	0	1	3	13	7	11	11	4	5	1
6	Organizational information i.e. information board of the board, staff and other information	0	1	4	6	7	16	13	5	3	1
7	Programs chart	0	0	5	12	4	7	14	11	1	2
8	Organization's External environment	0	1	5	7	13	15	6	5	2	2
9	Working environment of the organization	0	0	6	10	9	7	13	9	0	2
10	Use information and technology in the organization New technologies	0	5	6	6	6	5	12	11	3	2
	Total number	0	9	46	88	108	105	103	67	22	12
	Total %	0.	1.6	8.21	15.	19.29	18.	18.	11.9	3.93	2.1
		0	1	8.21	71	19.29	75	39	6		4

**Source:** Field survey, 2014

The data of table no. 21 shows that in total, 19.29% rating was given in 5 point and 18.39% given the 6 rating point. If we took the 5 & 6 point as the mean value out of total 10 points. It covered the 38.04% in total. The lower value from mean value

was 25.54% and upper value from mean value was 36.42%. The overall status of NGO was found well because in around 74.46% status of indicators were found equal and above mean value.

### **4.3 Contribution of the NGOs in development of the Karnali Zone**

The study had also explored the contribution of NGOs in the development and changes of Karnali Zone of Nepal. The contribution of NGOs in development was measured basing on the development and changes in health services, educational attainment, economic development, environment and climate change, infrastructure development, women empowerment, child rights, youth service program, etc. It was also observed that some NGOs were working following 'need based approach' and some others were working following 'right based approach'.

According to SWC of Nepal, a record of the end of Ashadh 2071 (16 July 2014), total of 189 INGOs of 26 countries made general and project agreement with Social Welfare Council (SWC) to provide financial and technical support to needy people through local NGOs in Nepal in different development sectors. Out of 189 INGOs, 21 INGOs were supporting their funds and technical expertise through NGOs in Karnali Zone.

NGOs were found to have significant contribution in the Karnali Zone to bring the Karnali in national development mainstreaming. NGOs' contribution sectors were as follows:

#### **4.3.1 Funding Patterns of NGOs and its contribution to Nepal and Karnali**

NGO had huge resources in terms of people's participation, volunteering contributions, and significant opportunities to contribute for their own citizens in the local communities. In the context of Nepal and Karnali, the major financial and

technical supports were from UN agencies, multilateral, bilateral and INGOs. Further Nepal government also supporting NGOs and also they were contributing their own and membership fee as well. Under the UN agencies the key funding agencies were UNDP, UNICEF, WFP, IFAD, ILO, FAO, UNFPA, UNHCR.

Likewise, ADB, EU, IMF, SAARC, and World Bank were the major multilateral organizations that had been supporting development program and projects since last six decades. Similarly, bilateral institutions i.e. USAID, DFID, JICA, AUSAID, DANIDA, GTZ, NORAD, SDC, SNV and others were major funding agencies contributing in Nepal. Similarly, Chinese, Indian, Korean, France, Finland and Irish government also were supporting to Nepal government and some part of the resources channeling through NGOs. As Corporate Social Responsibility, corporate houses were also supporting local and national NGOs.

As provision of Nepal government every INGOs must proceed and complete the institutional and project agreement with SWC to work through NGOs. According to SWC of Nepal, a record of the end of Ashadh 2071 (16 July 2014), total 189 INGOs of 26 countries made general and project agreement with Social Welfare Council (SWC) to provide financial and technical support to needy people through local NGOs in Nepal in different development sectors.

S.N.	Fiscal Year	No of INGOs	Approved Budget (NPR)
1	2012/13 (2069/70 B.S.)	182	8,835,787,107.00
2	2013/14 (2070/71 B.S.)	189	10,802,064,314.00
3	2014/15 (2071/72 B.S.)	211	12,299,337,301.00

(Source: Social Welfare Council)

NGOs played their significant role to pull the funding and explore technical knowledge and skills from worldwide to uplift the living conditions of the communities to meet their minimum human basic needs. NGOs contributions were found every development sectors in Karnali Zone.

### **4.3.2 Contribution in Health service sectors**

NGOs had been contributing to sensitize the local people to increase their access on health services as well as also worked to develop the infrastructure for health facilities.

NGOs were working to raise awareness program to social worker, political parties and other stake holders, awareness programs to local healers (Dhami, Jhankri), awareness raising program about sanitation and health related diseases, organizing the health campaigns, door to door visit program and educate and inform community about the facilities provided by the Nepal Government and other concerned authorities.

Additionally, NGOs had various contribution in health related activities; e.g. formation of the health network, capacity building of the health workers and health institutions, CBMCI Program, CBNCP, child and mother health care, health related awareness raising training, conference, street drama health related trainings, training on first aid and first aid tools support, training to mother-child health, training to women health care providers, safe motherhood and child care related training, Kishor and kishori training program.

Similarly, more activities were reported from the group discussion and individual interview with local beneficiaries. NGO had supported to operate the community based health care clinic, Dental clinic, eye camps in the district and VDCs level, distribution of medicines and health related facilities (worm, vitamin A), establishing of birthing centre, expansion of Immunization (EPI) program, health equipment and medicine support to health post and health institutions, health personnel support to health centres/posts

Some of the health activities were focused to care and support the mother and child. Safe motherhood program had focused to support especially economically challenged people. NGO had organized the prolapse and family planning support program, uterus rupturing operation annexes for women, support pregnant women for proper and regular check-up, safe birthing, Maternal Child Health (MCH) program/Child health program - Vaccine program to children, Vaccination to children, Vaccine campaign, nutrition support, toothpaste, tooth brush distribution for children.

Technical and Financial support had given for Open Defecation Free (ODF) declaration to VDCs and district. Program also designed against smoking and alcohol.

Production and dissemination of the IEC materials: HIV and AIDs and drug abuse related information, education and communication materials i.e. posters, leaflets, pamphlets, hoarding boards installation and radio programs massively produced and disseminated in the Karnali Zone for the precaution of the HIV and AIDS and drugs abuse and its serious affects.

Counseling services: Established counseling centers and provided counseling services to the HIV and AIDS victims and drug addicts. Free condom distribution, blood test for HIV and AIDS and distribution of family planning contraceptives.

#### **4.3.3 Contribution in educational service sectors**

NGOs have promoted formal and informal moral and vocational education. Parental, Mother, Kishori/Girls education, and spiritual education classes were also run in the cluster level.

NGOs promoted quality education, established child friendly schools, declared school and children as zone of peace, class room management and coaching and special tuition to students. To attract the children to the school education, various supports were provided from NGOs i.e. educational material support, books support, facilities for uniform and lunch to schools children, uniform support to girls and boys, sports materials support to school and other sponsorship programs were introduced and continued in Karnali Zone.

**Developed Leadership Skill**

Adolescents Girls Empowerment Program (AGEP) gave me orientation on reproductive health, women and child rights, menstruation cycle, social security and many more. I learnt many things from them. Before implementing AGEP in my school, I was unable to put my views with my family, friends and teachers. I usually stay alone because of my shyness. Even I cannot ask my study related question to my friends and teachers. After implementing the AGEP in our school, this program focused the girl's empowerment and it gave me the great opportunity to lead Girls Leading Child Club as the president.

- President

Haatemalo Namuna Child Club

Mahakali Namuna Higher Secondary School, Shreenagar, Gamgadhi, Mugu

Similarly, capacity building program organized for school management committee, parents and teachers were carried out through trainings, workshop and seminars. In addition, training and seminar conducted on Active Teaching Learning (ATL), Child Friendly Learning (CFL), teaching to develop local teaching materials and First Aid trainings were arranged in the school.

NGOs had facilitated and bridged the support for infrastructure development of the education institutions. Construction of the buildings, repair and maintenance of the buildings, library and resource centre construction, toilet construction, furniture and carpet for the class room management, books,

educational and sports material supported and waste pit arranged in the school. Awareness raising program on HIV and AIDs, child marriage, girls trafficking, traditional violence and education campaigns for enrolment and quality education. School teaching and learning environment improved in the districts. Regular quiz and sports were organized in the school. Weekly extra curriculum activities were organized to promote overall child moral and physical development.

#### **4.3.4 Contribution in Moral development related with values and characters**

NGOs were playing role as social change and human development promotion agent in Karnali Zone. They had massively mobilized their resources through campaigns along with key stakeholders of the society. With the motive of the prosperous and just peace society NGOs significantly contributed to change traditional way of thinking and deeply rooted socio-cultural drawbacks of the communities' i.e. lower and higher caste, untouchable system, not allowed to live inside home in menstruation time and baby delivery time.

NGOs had organized event based and long-term program through child club, youth club, women group, school management committee, school and other community based groups and organization to promote and protect the social harmony of the society, values, principle, mutual respect, do not harm principle, love and care to each individual, democratic exercise, social accountability, transparency, good governance and working together culture in the community. Culture of sharing and supporting system and practices also were promoted by NGOs in the communities.

NGOs had created environment to participate in the community and public programs through volunteer contribution, donation and involvement with the interest of social benefits. Further, community Radios operated by NGOs developed and

broadcast radio program to promote moral education for contribution to values and character of the human beings to create model society.

In overall, NGOs were found as a catalyst of the communities that mobilized community people to search out the issues, raise them in the concerned forum and find out the sustainable solution as soon as possible with the help of donor agencies. Though changing in one's believe is little bit difficult and it takes time, the contribution made by the NGOs in Karnali Zone was found remarkable along with this study.

According to the report of the focus group discussion, it was found that people used to rarely send their children to school as they had to feed themselves working in their household works, the condition of daughter was even worse. People used to go to wizards in even they had serious cases that had resulted low visibility of health organizations of Nepal government. The interventions made by different NGOs in Karnali Zone certainly started to change the life of people and they were found to send their children including daughter and even daughter-in-laws to school. The increased visit of people in health organizations showed that they had positive affect of programs launched by non-governmental organizations.

#### **4.3.5 Contribution in economic development**

NGOs had significantly contributed for the Socio-economic transformation of the communities in Karnali Zone. NGOs were making their efforts in promotion of rural tourism, agriculture based activities, livestock, saving and credit, income generation activities, market promotion and policy reformation and effective implementation of the government programs.



NGOs facilitated to form various community based groups i.e. formation of mother group, vegetable and fruits group, women agriculture, saving and credit group for the income generation and institutional development. NGO enhanced the capacity of the groups through skills based training and small entrepreneurship trainings i.e. carpeting training, hotel management training, mobile repairing training, small

business training, agriculture farming, promotion of the organic vegetable farming and agro based business. NGO had provided the equipment support, mobile fund support, seed money support, livelihood support. Poverty alleviation was prime program of most of the NGOs working in

### **Improved Economic life through support of NGO**

Before joining in this program, the economic condition of my family was very poor. Once produced food never supported more than 3 months in a year which caused frequent seasonal migration of our family members. When I participated in Education for Income Generation (EIG) literacy class, I got the vegetable farming training and I got seeds and pesticides, water pipe and sprinkler support from this program in the beginning. Now, I can earn NRs. 6000.00 per month from selling vegetables. Now, I have no problem to manage my daily expenditure; food, clothing, health and education for family. People are inviting me in different vegetable farming training events as a facilitator which has not only supported me financially but also social reputation is increasing. Now, I am a member of Ghiu Dhunga Kirshak Samuha. After improvement in my economic life, I am involving in social activities which encourage my social leadership skill also. So, I am thankful to NGO's EIG literacy program.

**22 years, Mrs.Rokya of Simikot VDC-4, Humla**

Karnali zone. World Bank and Agriculture Development Bank supported with huge funding for income generation and employment generation activities.

NGOs of the Dolpa district were more focused in promotion of rural tourism, non-timber forest product (NTFP) and income generation activities. Similarly, NGOs provided their inputs in livelihood improvement in different sectors such as agriculture, livestock jointly with government and non-government initiatives. NGO had also supported in seed distribution, operating the poultry farming, bee keeping, and small scaled business.

#### **4.3.6 Contribution in environment and Climate change**

NGOs were found to have contributed their efforts for promotion and protection of environment and climate change. Established nurseries and plantation in the land slide and flooding area to protect the community from land slide as well as promotion of forestry. Similarly, forest and wild life protection program also carried out in Rara National Park and Foksundo Lake.

NGOs were making their efforts for awareness raising program to promote and protect community forest through street drama, poster, pamphlet, celebration of the world environment day, various environmental related days' celebration, installation of hoarding boards, notice, production and broadcasting radio program.

NGOs formed the community forest groups, environment protection groups, sanitation groups and enhanced capacity of the institution, expert and team members, group members on disaster risk management, environment safeguard and management, sanitation and environment protection to plan and implement programs effectively at community.

Cleaning program of the road and public sports, collection of plastic items, waste and other items for proper management, organize climate and environment protection interaction and workshops, facilitation of the ODF declaration to Village Development Committee and promoted one home one toilet slogan in the district.

Similarly, medicinal herbs plantation, environment protection program, environmental campaigns, environmental sanitation, management of the dustbins in the public places, material support, protection of the water sources and support for alternative energy solar, electricity and smokeless stoves were promoted in the community. The study had found that NGOs were working as development partners of the government and development hands of the community.

#### **4.3.7 Contribution in infrastructure development**

Nepal government is still unable to contribute with sufficient infrastructure development Karnali Zone due to geographical remoteness, government's slower mechanism and unstable government which is the main complaint of the Karnali people to their government. In such a geographically remote area, NGOs were found to have been working in infrastructure development mobilizing all types of local resources in close collaboration with local communities, local political parties and most importantly with local government. The donor agencies also were found interested to support local organizations in integrated development programs.

NGOs were found to have contributed constructing; (1) school building for formal education where children used to study under tree, field and hackneyed houses, (2) toilets in schools and home where people used to go towards streams and jungle for excretion, (3) water tanks, pipelines, taps and wells where people used to drink water of river and stream directly, (4) motor roads and pathways where people had to walk months to bring salt and sugar, (5) bridges, suspension bridges and wire bridges (Tuin) where people used lose their life in the river while crossing them. Similarly, NGOs supported to community people to construct health offices, agriculture offices at local level, cooperative buildings, vegetable hubs, market management as well.

Various Forest User Groups, women groups, youth clubs, child clubs were supported to build their small meeting halls so that they could conduct their program easily. As the access of electricity was not possible in a short span of time, people used to go to water mills for grinding and beating grains walking in a long distance but the different NGOs contributed building improved water mills that were used to produce small volts electricity as well.

NGOs supported to open the mule track to make easy way to carry load in absence of motor road especially in Dolpa, Humla and Mugu. In comparison to geographical difficulties and hardships felt by people, those infrastructures might be minor but all those things were found quite useful and life changing means for the present generation and basic steps of further development.

#### **4.3.8 Contribution in empowerment of women, youths, socially deprived groups and child rights**

NGOs were found more prioritized for the women, children, youth and socially deprived groups to implement the development activities in Karnali. NGOs facilitated to form, operate and institutionalize AAMA (Mother) group, saving and credit group and single women group, youth clubs, child clubs and Kishori (Adolescent Girls) groups to unite for the sustainable development of the marginalized groups.

Women, youths, children and socially deprived groups were empowered, supported and capacitated through the different thematic interventions i.e. Economic empowerment, capacity building, advocacy lobby for their rights, leadership and management, and involvement in development and planning. Women entrepreneurship development and income generation program for women through saving and credit, promoted agriculture based income generation

activities; greenhouse building, apple farming and livestock related initiatives were the various programmes that focused women economic empowerment.

Similarly, programmes against domestic and gender violence, traditional beliefs and culture, caste discrimination, gender discrimination were the right advocacy programmes that contributed to uplift the socially backward people in the communities. Informal literacy classes, skilled based vocational trainings, other capacity building trainings and orientation, exposure visits were the programmes that contributed to enhance the capacity of the women, youths, children and other marginalized people in Karnali Zone.

Similarly, establishment of Radio/FM and other media like Newspaper, etc. empowered people encouraging them to raise their voice against suppression, biasness and those programmes played the vital role to advocate and lobby in favour of the marginalized people. Those media were not only used to raise voice but also to provide information, education and awareness in life related aspects.

Likewise, NGOs had contributed in infrastructure development programmes like girls friendly, disabled people friendly toilets in the schools, other various structures in the different sectors including government offices. The disabled children, orphans, poor and socially marginalized children were supported with various types of supports like education materials, clothes, food, health check up etc. The NGOs had focused their program in child right promotion and protection through formation, operation and institutionalization of child club, establish child network, data collection of the vulnerable children, mother and child health education, promotion of free education and health to children.

NGOs focused on formation, operation and enhanced the capacity of the Youth Club to exposure in development and run the club smoothly. Youths were

recognized as pillar for nation building process. Therefore, capacity building of the youths through youth conference, establishing youth centre, skills based trainings, leadership developing and creating an opportunity to participate in development process from planning to implementation and encourage developing young entrepreneur.

#### **4.3.9 Contribution in the promotion of human rights, media and information technology**

Human rights issues were massively consulted and awareness raising programs were hugely implemented through campaigns in the Karnali Zone. Most of the NGOs were adapting their working approaches in right based approaches. Those who were adapting need based program also implemented the human rights promotion and protection issues in Karnali. The reason of such activities was government service delivery mechanism and systems because it was not smoothly running and citizens were not aware about their rights. NGOs produced human rights defender in the districts who were involved in facilitating and taking mediator role to mitigate conflict and contribute peace building in the society. They were playing role to promote accountability and improved the service delivery system effectively. NGO supported to establish many resource centre and youth club in the communities to create peaceful and harmonized environment in the societies. Policy and effective implementation advocacy and lobby were prime activities of the NGOs in Karnali. To promote human rights, formation of the citizen watch groups, child and listeners clubs, child journalism and youth journalist promotion were other programs run in the districts. As a result of NGOs impact in the human rights, media and information sector, FMs Radios were established in the every district. NGOs also provided the legal advisory support to

victim to protect human rights and eliminate the any forms of discrimination in the society.

Karnali was isolated to access in information i.e. media and communication. One of the main reasons of under development was an opportunity which made big expand in information. Due to lack of right and immediate

<b><u>NGO contribution in promotion of Media sectors in Karnali zone</u></b>			
The Radio Karnali is first community radio established in rural part of Nepal leading by the NGO, KIRDARC Nepal. This initiation became one of the models in the sector of ensuring the rights to information in rural community. Learning from this other organizations is encouraged to establish the community radio in Karnali. As a result, there are 12 FM radios in Karnali uniting the voices of voiceless people.			
<b>Districts</b>	<b>Name of Radios</b>	<b>Established date in B.S.</b>	<b>Ownership</b>
<b>Humla</b>	Radio Kailash	2065	SIDC
	Radio KarnaliAwaj	2070	BhihiChharaJaitun Cooperative
<b>Mugu</b>	Radio Rara	2068	Rara Cooperative
	Radio Mugu	2068	RRDC
	Radio Suraydaya	2071	KoijiMorakka Cooperative
<b>Jumla</b>	Radio Karnali	2061	KIRDARC Nepal
	Radio NariAwaj	2067	Nari Sanchar Kendra
<b>Kalikot</b>	Radio NayaKarnali	2065	KIRDARC Nepal
	Radio Nepali Awaj	2066	SADA Nepal
	Radio Malika	2071	VDSEP
	Radio Chankheli	2072	HURANDEC
<b>Dolpa</b>	Radio Dolpa	2064	Suchana, Sanchar and SikshyaSanjalDolpa
All these FM Radios are collectively involved in promotion of cultural values, health education, and agriculture and sensitize the local people on their human rights.			

information, their voices were not heard in policy level and their needs remained as they were. After, the restoration of democracy in Nepal in 1990, civil society contribution windows were opened and social service organizations were formally registered as NGOs.

They were independent and could make their inputs to involve in development activities. As strengthening the awareness of the citizen and empower them by information, local news print media and electronic media were established in the Karnali by local NGOs in every district. In the Karnali districts, a total of 12 community radio established, 2 FM in Jumla, 4 in Kalikot, 2 in Humla, one 3 in Mugu and 1 in Dolpa. Local FMs were producing educational, informative and entertainment programs. These all FMs were promoted by local NGOs. Similarly, local news -paper are established by NGOs in the district.

#### **4.3.10 Holistic perspective of beneficiaries and service providers on**

##### **Contribution of NGOs in development and changes**

NGOs were able to create image of development partners of governments, donors and INGOs to facilitate the development activities in the community. NGOs contributed huge efforts to educate citizens for their active participation in the development process. NGOs were established and developed to create collaborative working culture for the development activities. The need based approaches in development was found gradually changing into right based approach.

Before the intervention of NGOs, citizen did not use to raise their voice even in the suppression, agony and biasness but they were found to put their views confidently in front of any related person and organizations. NGO contributed to reduce unemployment by creating opportunity of employment and self-employment. People had wrong thought towards development in the past as they used to think infrastructure development and subsidiary distribution as a major indicator of community development. But with the span of time, people realized that development could be complete through integrated approach in which



infrastructure development could be sustainable only people were aware and empowered. As a result, an equal participation and respecting gender equality was improved due to education and technology transformation.

NGOs promoted child education by enrolling children in the formal education. Earlier, people were depended on local healers but now it was changed and increased the number of people that visiting hospital for health check-up. People were uneducated earlier now educated and enhanced their capacity by training, exposures and participating in different forums. NGO played vital role to promote human rights through social and cultural rights, economic rights. It was found that there was positive change in every sectors and aspects. Traditional thinking had been changed. Superstitious values had decreased. Significant progress could be observed in women empowerment through education, training and opportunities.

Government services had improved and became accountable to citizen. With the inputs of the NGOs, people were become aware on the human rights which decreased violation of the human rights specifically child and women rights improved. Social discrimination and disparity issues were reduced. Changes were also observed in the agriculture farming. New technologies were found used in farming and plantation which contributed to increase economic growth.

#### **4.3.11 Status of community from observational checklist**

The changes of community made by the efforts of NGO were observed by using the rating scale. A total of 25 community observation carried out in the field with 5 in each district. The 10 points rating scale was used to measure the changes of community. There were 10 indicators developed to measure the changes; sanitation condition, health condition, water facilities condition, school condition, students

condition, awareness condition of the women, condition of the youth, thinking condition of the civil society leaders, condition of the agriculture and industry, business and entrepreneurship condition.

**Table 28: Status of community from observational checklist**

S. N.	Description	Rating									
		1	2	3	4	5	6	7	8	9	10
1	Sanitation condition	0	0	1	4	5	10	3	0	2	0
2	Health condition	0	0	2	1	11	4	5	1	1	0
3	Water facilities condition	0	0	8	5	2	1	3	4	2	0
4	School condition	0	1	0	1	12	3	4	2	2	0
5	Students condition	1	0	0	1	8	6	4	2	3	0
6	Awareness condition of the women	0	0	1	5	4	6	5	2	2	0
7	Condition of the youth	0	1	0	1	5	6	5	4	3	0
8	Thinking condition of the civil society leaders	0	1	3	2	4	6	6	0	2	1
9	Condition of the agriculture	0	4	5	5	2	2	5	1	1	0
10	Industry, business and entrepreneurship condition	8	4	1	4	2	3	1	2	0	0
	Sum of scores	9	11	21	29	55	47	41	8	18	1
	Percentage of sum	3.60	4.40	8.44	11.60	22.00	18.80	16.40	7.20	7.20	0.40

**Source:** Field survey, 2014

The data of above table shows that in total, 22% rating was given in 5 point and 18.80% given in the 6 rating point. If we take the 5 & 6 point as the mean value out of total 10 points. It covers the 40.80% in total. The lower value from mean value is 28.00% and upper value from mean value is 31.20%. From the analysis of observation, 72% contribution was provided by the NGOs for the change and development of community which can be said well.

As the hypothesis no. 9 of this study was accepted that non-Government organizations significantly contributed in development of the Karnali Region because

the qualitative discussion as well as the quantitative analysis of observational data proved that NGOs contributed to change the society.

#### **4.4 Enabling and impending factors of the NGOs**

History of NGOs working in the Karnali Zone shows that NGOs had been working in the different areas of social sectors after restoration of democracy in 1990s. The study had rigorous discussion to identify the enabling and impending factors of NGOs performance. From the respondents and observation of the field study, the following enabling and impending factors were found in this study for the overall development and effective service delivery:

##### **4.4.1 Enabling Factors**

###### **4.4.1.1 Will power of NGOs working in Karnali Zone**

The study had found a lot of problems regarding the proper management of NGOs activities because of lack of trained manpower, inadequate infrastructure facilities, no easy access to capital city, though; locally initiated NGOs have strong will power and commitment to work in those areas for the better development and change of society. Because of their strong will power, NGOs had been working since long time and till the date, it was found sustained in study areas.

###### **4.4.1.2 Donor Interest and contribution in Karnali Zone**

Geographically, Karnali Zone is one of the most isolated areas so the government and donors were found given priority from the development perspective. As the Nepal Government's policy restricts donor agencies to work directly in the community level, all these activities should be delivered through Nepal government and NGOs in Nepal. NGOs have become the first choice of the INGOs/funding agencies as Nepal Government has to follow a lengthy and administrative process in Nepal.

There are so many sectors to work in the community due to lack of minimum physical infrastructures, illiterate, poverty and huge possibilities to promote and people have positive response for welcoming to the NGOs and funding agencies to meet their immediate needs and future development. The study found that Karnali is one of the priority and donor interested area of Nepal which supported to run the NGO's activities.

#### **4.4.1.3 Tourism promotion:**

Promotion of the tourism sector in Karnali has more possibilities for NGOs. Tourism promotional products are pilgrims and spiritual places, hot springs, cultural diversity, high Himalayan, largest and deepest Lake of Nepal adding beauty for the possibilities of tourism. The study also found that Nepal government established Karnali Tourism Board to develop tourism in Karnali for sustainable holistic development. Special budget allocation could support to change the socio-economic transformation of the people through tourism promotion and development.

#### **4.4.1.4 Structural factors**

An active participation of the citizens in all level's program implementation, team member and executive boards resulted better result of the NGOs. Further, depth and widening participation of the socially excluded groups i.e. Dalit, women, youth, ethnic and poor is hallmark in the development of the civil society institutions. This has brought mutual respect, created trusted environment and non-discrimination with groups. The financial resources of the program to implement the program in the community and competent human resources needed to facilitate, strengthen the capacity of the groups, effective coordination and monitoring, supervision and produce the reports to share among key stakeholders for the replicate the programs and lessons learned from the project.

The government favorable policies, cooperation and support of the government agencies make significant difference to growth of NGOs and its efficient operation. Government proactive initiations and positive attitude may change the lifestyle of the communities receiving support from NGOs/INGOs and funding partners.

#### **4.4.1.5 Environmental factors**

The study found political stability, political culture applied, politically cleaned and politically respecting culture for opposite ideological parties' direct effect the NGOs growth and effective result of the projects. The democratic practices in all level and every institution create the positive and respecting environment. Enabling environment to express the freedom and rights, supportive relations of the state-civil society and private sector and NGOs, supportive legal provisions of the nation, and socio-economic and cultural equipped and farsighted environment support NGOs development.

Strengthening networks, alliances and forums of the civil societies enhanced the capacity of the institutions and explored the creative and innovative ideas and solidarity in social issues and development agendas. An application and use of information technologies in the institutions and program produced the reliable results and saved time and human resources. Creating team working culture and enjoyable learning environment in the institution made a lot difference of its image and its outcome. Introducing and practicing result based performance of the human resources made success and result oriented institution in the district.

Community believed that if the NGOs were working there, then it would be definitely completed the works and get the better result impression created in the society.

#### **4.4.1.6 Ethical factors**

Program and information sharing and its transparency created the positive and supportive environment. NGOs work was operated on the basis of non-profit and volunteer modality which demanded supporting hands from all. That was only possible based on what NGOs spoke and did in the practices. It also shows that how accountable the NGOs were towards the beneficiaries, government and funding partners. Openness and respecting working culture increased the trust among NGOs and supporting agencies and direct beneficiaries. Proper utilization of the resources and position provided message for institutional ability and honesty.

#### **4.4.1.7 Program based factors**

The study also found that one of the enabling factors of the NGOs was effective program planning and implementation to the target group. Program activities had to be developed identifying the real needs of the community. The project period must have been long term where visible impact could be brought implementing programs effectively. To make program success, community had to realize the actual their needs.

An operation of the various program focused to Karnali people should not have been resource duplication programs. It should have been operated according to public demand and program should have been designed following bottom up approach rather than top down approach. In addition, it needed to give priority for local price/rate to carry out the work.

An emphasis should have been given to those activities which were most needy in the community like HIV and AIDS, Drug Abuse Control program, Children and women welfare program, community and rural development programs. The tourism, awareness raising, capacity building, drinking water, irrigation, mule track, road, bridge, agriculture, forest development, and irrigation development, development of transportation, educational development program, environment preservation, differently-able people program, health services program, moral development program, youth related issues and program, information/communication and human rights promotion and protection program.

For the effectiveness of the programs, NGOs were found conducting joint sharing/review and reflection for learning, replicate good practices and better implementation in the other needy communities. Social inclusion of the gender, caste, geographical, women, children, youths and marginalized groups of the society, rural backward community class, disability, dalit, relief operations for women, programs were conducted.

#### **4.4.1.8 Policy factors**

The study found that friendly rule and regulation and implementation procedures of the government contributed NGOs to implement programs, institutional development and their growth development initiatives: There should be clear demarcations in the role and working approach with government and NGOs. Government had to make a clear policy and legal provisions. In addition, uniformity in the rule, regulation and policy would create better environment for NGOs. Policies of the government had to create the space for NGOs. Strong provision has to be made for implementation of the programs jointly with local government agencies.

Development activities should be jointly carried out with the partnership between NGO and government.

Tax exemption on funding amount and development activities for NGOs provisioned in the central and local government. NGOs reaching to government un-reach areas to facilitate the development services in the difficult geographical area where government could not able to serve and allocate resources. The organizations demonstrated best quality work and innovative ideas and approaches. Dignified working culture had to be established in the country to work as NGOs and considered development partners.

It was necessary to establish the rewarding and punishment policy by the government for the NGOs and civil society who were doing good and bad. Decentralization and bottom up approaches had to be emphasized and in depth discussion at community and local level. Creating favorable environment for the establishment and expansion of NGOs work with the motto of many NGOs in Karnali could contribute more for the empowerment of citizens and facilitate the developments in the ground. Government and civil society had to develop positive thinking praising for good would be better since innocent people who were waiting for the light of development.

State policy and provision should be addressed the social inclusion of the gender, caste, geographical, women, children, and youths and marginalized groups of the society, rural backward community class, disability and Dalit for the justice and equitable benefits to all.

#### **4.4.1.9 Institutionalized democratic practices**

Inclusive democratic practices of the NGOs enabled to elect the leaders of the NGOs. Democratic exercise created the space to involve in NGOs who were excluded



in the society through institutional development, promote good governance, accountability, promotion and enhancing the capacity of the members which helped the optimum utilization of the resources.

Although Nepal government has managed separate mechanisms to manage NGOs in Nepal through Social Welfare Council (SWC) and the authority was given to District Administration Office to register social service organizations, various NGOs in Karnali Zone were found to be working in community level without any systematic mechanisms. Among the unsystematic structures, institutional democracy was one in which most of the people involved in the organization should get the right information and the organizations ran without a solo decision of a single person. The study found that very few NGOs had such mismanagement in the institutional development neither most of the researched organizations had strong mechanisms in it. Regular monthly meeting of the NGOs, annual assembly, election and gender and social inclusion mechanisms was found satisfactory. All these instances showed that institutionalized democracy also was one of the enabling factors of NGOs in Karnali Zone that boosted up in the contribution of NGOs in community development.

The study was assumed that Nepal Government policies had played the significant role to create the enabling environment for NGOs to perform their works was accepted. Government had provision to register, operate and implement the NGOs and its activities in Karnali Zone.

#### **4.4.2. Impending factors of NGOs**

##### **4.4.2.1 Geographical factors**

Among the five districts of Karnali Zone, only Kalikot and Jumla were found to have seasonal muddy road access and other districts Dolpa, Humla and Mugu were found beyond the transportation facility. It not only made the people's life style harder

but also hindered the NGOs' activities to accomplish the planned change. Due to lack of basic infrastructure development and geographical remoteness, the Karnali Zone was found in the shadow of development.

Being far from the capital city Kathmandu, the people of Karnali were forced to bear all types difficulties in their life. Scattered settlements, uneducated society, untouched transportation, barren land and snow covered area always made the development speed slower which directly hampered the NGOs' activities as well. The NGOs were found to bear the hardships in course of accomplishing designed project activities in the absence of electricity, transportation, communication and market linkage that resulted the loss of financial, human and other technical resources. However, the contribution of all those types of support was found largely accepted by the local communities as the government services were inadequate and irregular.

The political instability is in the country since long time which has hugely affected in the Karnali Zone as well. Political difference and influence in every sectors and every time that directly affected with support and disturbances of the programs based on political attachment. Further, negative attitude and thinking encouraged by hidden and political interest which was most difficult and barrier for the effective program implementation in the communities by NGOs. Government was found less supportive and positive towards NGOs as they raised the issues of transparency, accountability and effective service system in the district and community.

#### **4.4.2.2 Weak Planning and implementation of program**

Most of the NGOs programs were depended on donors and funding partners. It needed the assessment and bottom up planning along with communities' participation. But donors fund for the funding partners, outlined time and utilization time frame was

limited. The dependent mentality had hugely affected the plan and budget utilization and effective program implementation as per plan. In addition, social dispute and vested interest of some of the community leaders heavily affected the programs and budget utilization.

In addition, expensive life style of NGOs and its staff members had also played the role to affect the support mechanism and impression of the communities. In some cases, leakage of budget at development work, nepotism, favoritism and partiality also had affected the program implementation. Establishment of Patimukhi, (political party centered) NGO was also one of the biggest barriers in the program. It was very common that coordination among all key stakeholders was one of the challenging works for NGOs.

The NGO's board members reported that one of the reasons of failure of effective implementation of program and expected result was government policies, process and administrative mechanism. From the beneficiaries' perspective, NGO's were failed to identify the real need of poorest of the poor communities and not effectively reached to the door of targeted people. From Society hasn't kept the people of backward class as a major leader which have leads to have unsatisfactory program.

#### **4.4.2.3 Dependency mentality**

In Karnali Zone, most of the higher government and non-government, higher official and head of the institutions were sent from out of the Karnali Zone. In general practices, it was found that who were transferred or posted in Karnali Zone, they thought that it was political punishment for them and government deprived them from the access in decision making authorities. Therefore, they were not regularly staying in the district and performance was not satisfactory. On the other hand, because of some financial, technical and administrative reasons, the local NGOs and civil societies were

depended on the government authorities for the implementation of NGO's activities.

All local NGOs were depending on financial and higher level technical expertise to INGOs, donors and government agencies. Similarly, communities were also more dependent on external support instead of initiating by themselves. Mostly, NGOs programs, plan and implementation strategies were driven by donors rather than community demand model.

#### **4.4.2.4 Lack of Trained human resources**

NGOs had major problem in retaining skilled human resources and lack of resources for trained human resources as well. Capacity building of the team members of the institutions was challenging tasks. NGOs received the fund for the effective implementation of the programs which most compulsion to use the experienced and knowledgeable human resources.

New and latest technological skills and knowledge contributed further to implement the program effectively and achieved the result facilitating the development activities in the communities. Vibrant leadership was one of the major factors which played significant role to extend the programs and institutional development. Similarly, local human resources were most important to facilitate the development program in the communities and created ownership among local people and built the public trust. Honest, skillful, committed and proactive staff members were assets of the institutions.

Establishing organizations without knowing the organizational values and objectives could not fulfill the NGOs expectation. Knowledge of the local languages helped to implement the program successfully in the communities. In upper part of the Dolpa, Mugu and Humla local languages were widely spoken and could not be understood clearly.

#### **4.4.2.5 Inadequate Coordination and support between the stakeholders**

Coordination among the key stakeholders was one of the major factors to implement the projects in the community. Most of the respondents emphasized during the interview on the coordination among NGOs, funding partners, government agencies and civil society's leaders and beneficiaries from planning to the implementation and reviewing the projects. Smooth coordination contributed to create the healthy environment and built the trust among key stakeholders and encouraged for the meaningful participation.

NGOs work was voluntarily initiated from the institutions where the artful support was needed from the every stakeholders and government support was compulsion to implement the program in the needy communities but if the understanding and perception was different for the same program then various seen and unseen barriers would come and ultimately NGOs could not implement the program effectively and beneficiaries deprived from the support. Common understanding, unity of the beneficiaries and local people could play the vital role of project success, mutual trust and respect.

#### **4.4.2.6 Lack of Monitoring and Supervision from Government agencies**

As per the social act, District Administration Office (DAO) and District Development Committee (DDC) were prime responsible factors for the effective monitoring and supervision of the NGOs performance. In addition district line agencies were also responsible for the spectral programs.

But in practice, government agencies and Social Welfare Council (SWC) had no adequate monitoring, supervision and evaluating NGOs performance and effective implementation of the programs in the communities' level. NGOs and civil societies

programs could not be effective if there was no proper guidelines, supervision and provision for reward and punishment.

#### **4.4.2.7 Socio-economic problem**

There was higher poverty, illiteracy and unemployment in the Karnali Zone. Due to lack of minimum physical infrastructure development, the cost was found comparatively higher in each item. Big economic challenges was found in economic perspective due to lack of modernize agriculture and domestic cottage industries. The study also found that less interferes of the financial support agencies and low income and miserable life styles in the Karnili Zone. Educational level was lower comparing with other parts of Nepal. Huge migration and its trend were rapidly increasing to find the economic opportunities.

Still traditional socio-economic practices were continued and deeply rooted. Socio-culture and political environment of Karnali Zone had played the role as impeding factors to perform the works of NGOs. The Karnali Zone was known as marginalized areas because of the various causes; geographically remoteness, unavailability of road access, unavailability of electricity and communication, poor economic status and lower level of awareness, etc. All these factors had not supported to hire the trained manpower for the effective implementation of program so sometimes it became the barriers of development

As the hypothesis no. 11 of this study, socio-culture and political environment of Karnali Zone had played the role as impeding factors to perform the works of NGOs and it was accepted in this study.

### **4.5 Assessment Criteria for NGOs**

From the whole discussion of quantitative and qualitative data, the study developed the revised assessment criteria for NGOs. To develop the assessment

criteria, first, CSI indicators were modified based on Nepalese context relating to NGOs perspective for the questionnaires development. Then pilot survey was conducted to test the reliability and validity of instruments in the proper context of study areas. Instruments were finalized on the basis of result of pilot study.

The data presented in the table no. 1 showed the status of new assessment criteria of NGO. There were 3 main conditions used to develop the new assessment criteria of NGO during the data collection and analysis. These 3 conditions were: 1<sup>st</sup>, the existing criteria of CSI can be accepted as it is, 2<sup>nd</sup>, new criteria can be added and 3<sup>rd</sup> existing criteria can be modified. The following table showed the application of all these 3 conditions.

**Table 29: Status of new assessment criteria**

Assessment Criteria	Sub Group		Assessment Criteria				
	CSI Sub Group	Final Sub Group	CSI Criteria	Final Criteria	Existing as it is	Added New	Modified
Structure	6	9	21	49		34	15
Environment	7	8	23	29	14	6	9
Values	7	9	14	33		20	13
Impact	5	7	16	26		10	16
<b>Total</b>	<b>25</b>	<b>33</b>	<b>74</b>	<b>137</b>	<b>14</b>	<b>70</b>	<b>53</b>

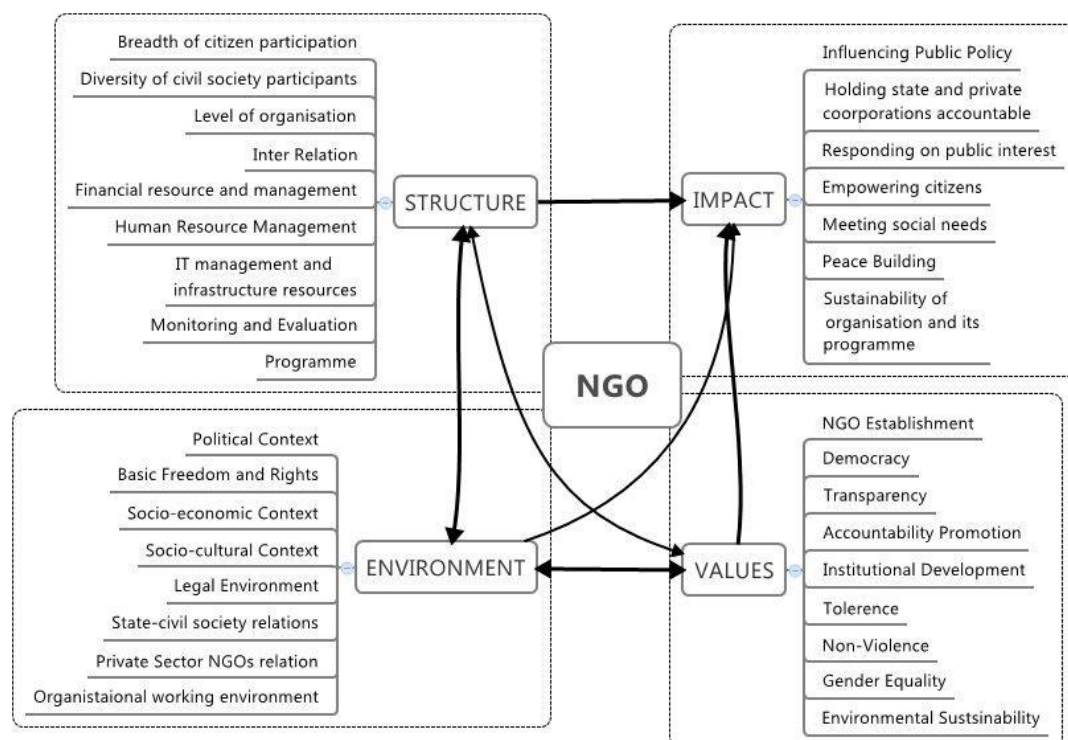
**Data source:** Field survey 2014

There were 25 sub elements which increased to 33. Similarly there were 74 indicators in the Civil Society Index (CSI) which were applied in the field of research as theoretical guideline of the study. With the finding of the criteria based on respondents in the questionnaires, interview and focus group discussion, 138 criteria

had been developed in which 14 indicators were kept as they were, 53 were modified, 4 criteria were removed 70 were added.

There were 21 criteria in the **structure** and now the study increased to 49 criteria. Under the **environment** there were 23 and it increased 29, under the **value** there were 14 and now it increased to 33 and under the **impact** there were 16 criteria which increased to 26 criteria. The pictorial final developed NGOs assessment criteria is as follows:

**Figure 6: NGO Assessment Criteria**



The details of the accepted existing criteria of CSI, modified and rejected criteria of CSI and new added criteria to make the final assessment criteria of NGO based on the response of respondents:

#### **Accepted existing criteria of CSI**

There were four main criteria of CSI which was adopted as the same to develop the new assessment criteria of NGO also for this study. After analysis of data,



only 14 criteria of 'Environment' was accepted as they were in the CSI and rest criteria were either modified or rejected. The assessment criteria accepted as they were in CSI are as follows:

**Environment**-under the sub element, 'Political context', these criteria were accepted: Political rights, political competition, rule of law, corruption, state effectiveness and decentralization. Similarly, under the sub element, 'Basic freedom of rights' these criteria: Civil liberties, information rights and press freedom were accepted. Sub element, 'Socio-economic context' was also accepted. Under the sub element, 'Socio-cultural context', these criteria: Trust, tolerance, Public spiritedness were accepted. Finally, under the sub element 'Legal Environment', the criteria Tax benefits for philanthropy was accepted.

### **Modified Criteria**

The study showed that 53 criteria from the each 4 major element were modified. Modification was done in its meaning and theme on the basis of response of respondents. Because of the changing pattern of social structure and working modality of NGOs; the previously identified criteria were not applicable in the same meaning of CSI for the assessment of NGO's performances. The modified assessment criteria are given below:

**Structure** –there were total 9 sub elements finalized under the 'Structure'. One of the sub elements of Structure is 'breadth of citizen participation'. Some of the criteria under the 'breadth of citizen participation' were modified from the study which was as followed: Non-partisan political action, Charitable giving, NGO membership, Volunteering, Collective community action.

Under the sub element, 'Diversity of civil society participation', the following criteria were modified: NGO membership, NGO leadership, Distribution of NGO.

Under the sub element 'level of organization'; the following criteria were modified: existence of NGO umbrella bodies, Effectiveness of umbrella bodies, Self-regulation, Support infrastructure and International linkages. Finally, under the sub element 'interrelation of the NGOs', the following criteria were modified: communication and cooperation.

**Environment** –there were total 8 sub element finalized under the 'Environment'. On the sub element was 'Legal Environment'. Under the Legal environment, the following criteria were modified: Civil society organization registration, Allowable advocacy activities and Tax laws favorable to NGOs.

Similarly, under the sub element, 'State-civil society relations', the following criteria were modified: Autonomy, Dialogue and Cooperation / support.

Under the sub element, 'Private sector NGOs relations', the following criteria were modified: Private sector attitude, corporate social responsibility and corporate philanthropy.

**Values** -there were total 9 sub element finalized under the 'Values'. Under the sub element 'Democracy', Democratic practices within NGO, NGOs actions to promote democracy, were modified.

Under the sub element, 'Transparency'; Corruption within NGOs, Financial transparency of NGOs, NGOs actions to promote transparency were modified. Similarly, under the sub element 'Tolerance'; two criteria were modified: Tolerance within the NGO, NGO actions to promote tolerance. Under the sub element 'Non-violence' Non-violence within the NGO and NGO actions to promote non-violence and peace were modified. Similarly, under the sub element, 'gender equality', these

criteria, gender equality within the NGO and NGO action to promote gender equality were modified. Under the sub element, 'poverty eradication', the criteria NGO actions to eradicate poverty was modified. Finally, under the sub element, 'environmental sustainability' the criteria, NGO action to sustain the environment was modified.

**Impact**—there were total 7 sub element were finalized under the main element, 'Impact'. Under the sub element, 'influencing the public policy', the criteria: Human Rights Policy, Social Policy and National Budgeting Process were modified. Similarly, under the sub element: 'Holding state and Private Corporation accountable' these criteria: holding state accountable and holding private corporations accountable were modified. Under the sub element, 'Responding public interest', these criteria: Responsiveness and Public trust were modified. Under the sub element, 'empowering citizens', these criteria: Informing educating citizens, Building capacity for collective action, empowering marginalized people, empowering women, Building social capital and supporting livelihoods were modified. Under the sub element, 'meeting social needs', these criteria: Lobbying for state service provision, Meeting pressing societal needs directly and Meeting needs of marginalized groups were modified.

### **New added Criteria**

The study found the new criteria of NGO assessment also from the field study. It was observed that the CSI criteria were not adequate to measure the performance of NGO for which respondents had given some new ideas of criteria which were finally included in analysis to develop the new assessment criteria of NGO. The study added 70 new criteria under each major 4 element.

The new added criteria were as below:

Under the '**Structure**', total 34 criteria were new added. - Under the sub element, 'Interrelation' the criteria: Coordination was added. Similarly, under the sub-criteria, 'financial resource management', these criteria: Financial policies and procedures, Financial management system, Budgeting process, Approval system, Financial reports, Audit and improving system, Salary system, Legal compliance and Risk safeguard were added.

Similarly, under the sub element, 'Human Resources and Management', these criteria: Personnel policies and procedures, and personnel development, Documentation of the recruitment, Social inclusion, Role and responsibilities, Personnel file management, Capacity building and Performance review were new added. Under the sub element, 'Information technological management and infrastructural resources', these criteria: Basic IT system, Use of IT, Social media and Physical facilities were added.

Under the sub element, 'monitoring and evaluation', these criteria: M&E knowledge, Use of M & E, Documentation & Dissemination and Report preparation, Under the sub element, 'Program management', these criteria: Programme development, Planning approach/design, Program sustainability, Programme clarity, Program linkage, Funding partner Coordination with concerned stakeholders and Advocacy and lobby were new added.

Under the **environment**, total 6 new criteria were added. – Under the sub element, 'Organizational working environment' these criteria: Formal well defined structure and practices, Mutual respect and dignified environment, Creative and innovative environment Enjoying and friendly environment and Capacity building and career opportunities Recognizing were new added.

Under the **values**, total, 20 new criteria were added. -Under the sub element, 'NGO establishment', these criteria: Commitment and service motive, Vision and mission, Understanding of the organization and Strategic plan were new added. Similarly, under the sub element: 'Democracy', these criteria: Participatory decision, Leadership development, Responsibility of board and staff were new added. Under the sub-element, 'gender equality', the criteria: gender policy and ensuring mechanism and gender audit were new added.

Under the sub element, 'Transparency', the criteria: Financial compliances was new added.

Under the sub element, 'Accountability promotion', these criteria: Joint meeting, Public audit and hearing and Self declaration were new added. Under the sub element, 'institutional development' these criteria: Organizational system and policies, Zero tolerance policy, Social justice, Operation of the board, Rule of law and Separation of power. Finally, under the sub element, 'Environmental sustainability', the criteria: IEA & EIA in the project was new added.

Under the **impact**, total 10 new criteria were added. Under the sub element, 'Influencing Public Policy', the criteria: Local policies and practices was new added. Similarly, under the sub element, 'Meeting social needs' the criteria meeting social inclusion was new added. Similarly under the sub element 'Peace Building' these criteria: Create social harmony and Promote nonviolence activities were new added. Finally, under the sub element, 'Sustainability of the organization and its program', these criteria: Program sustainability, Program Funding, Own Income source, Physical assets, Vehicles and Bank and cash were new added.

### Some rejected criteria of CSI

The study concluded that some criteria were found irrelevant to measure the performance of NGO so these criteria were rejected and not included in the new assessment criteria of NGO. The rejected assessment criteria were as below:

Some the existing criteria of CSI under the 'Structure' were rejected from the NGO assessment criteria. Respondents could not find the differences of breadth of citizen participation and depth of the citizen participation in the context of Karnali Zone. Therefore, non-partisan political action, charitable giving and NGO membership under the depth of citizen participation were removed. Similarly, Gender equality practices within the NGO and Gender equality within the NGO seems same and no significant difference under the sub criteria of Gender equality. With the response of the responded Gender equality practices within NGO is rejected.

### The final NGO Assessment Criteria

S.N	Assessment Criteria	Assessment Criteria Indicators
<b>1</b>	<b>STRUCTURE</b>	
1.1	Breadth of citizen participation	Situation of citizen's participation in non-government organizations
1.1.1.	Non-partisan political action	Citizen's participation in unbiased political activities such as information letter to the media, submitting protest letter, participating protest gathering and meeting
1.1.2	Charitable giving	NGO and CBOs are receiving donations from citizen/community as charitable organizations
1.1.3	NGO membership	Citizens/communities are involved in the NGO as member and NGO is maximizing the membership of the organization
1.1.4	Volunteering	Citizen regularly work as volunteers in the NGOs and to perform its activities
1.1.5	Collective community	Citizen's participation in community activities such as presence in community meeting, participation in the program, or collective

	action	effort in solving the community problems
1.2	Diversity of civil society participants	Diversity and representations of the civil societies in the NGOs. For example: equitable participation of different groups of society in NGO
1.2.1	NGO membership	All the groups of the society such as women, rural community, poor, and minority groups are represented in NGOs and its groups
1.2.2	NGO leadership	Diversity in NGO leadership i.e. women, dalit, ethnic group and minority have their representatives.
1.2.3	Distribution of NGO	NGO is spread in the wider area i.e. whole VDC/District/Zone/Region and nation
1.3	Level of organization	NGO is in structured. Types and infrastructure is well defined.
1.3.1	Existence of NGO umbrella bodies	NGO is associated or affiliated to federator Umbrella Organization or working sectors
1.3.2	Effectiveness of umbrella bodies)	NGO federations or umbrella bodies effective to achieve defined goals
1.3.3	Self regulation	Self-regulation mechanism in the NGO is effective and enforceable
1.3.4	Support infrastructure	An existence of support infrastructure for NGO is effective
1.3.5	International linkages	NGO has nationally/internationally linked or the members of international network and participated in international program.
1.4	Inter-relations	NGO has strong and productive relations among the NGOs and civil society actors
1.4.1	Communication	There is significant communication among NGOs and civil society actors
1.4.2	Cooperation	Level of cooperation among NGOs, civil society actors and key stakeholders on issues of common concern, and there is sectoral network and coalitions are identified for cooperation.
1.4.3	Coordination	There is smooth coordination among key stakeholders i.e. NGO, government agencies, community, funding partners, other key stakeholders
1.5	Financial resource and	NGO have adequate financial managements system and best

	management	utilization of the resources
1.5.1	Financial policies and procedures	Financial policies, procedures/operational manual are exit and in effectively practicing in the organization
1.5.2	Financial management system	Reliable software or web based accounting system maintained and entire require reports are produced from the account software i.e. cash count, bank reconciliation, trial balance, balance sheet, receipt and payment, budget Vs expenditure,
1.5.3	Budgeting process	Budgeting process leads/pull the funds to reflect and meet the organizational strategic plan/priorities and annual plan
1.5.4	Approval system	Approval of the annual and periodical management, program and project budget and expenses is taken from executive board?
1.5.5	Financial reports	Financial reports are produced as monthly basis and submitted to timely to concern key stakeholders and funding partners
1.5.6	Audit and improving system	Internal and external audit properly carried out and audit management comments implementation action plan developed and implemented effectively
1.5.7	Salary system	Salary sheet prepared on a monthly basis and it is reflected in master payroll (no double funding as well) and no any form of deduction from staff?
1.5.8	Legal compliance	Legal compliances such as tax deduction and deposit in the tax office/bank, independent auditor appointment, renewal, tax exemption and other local laws strongly followed
1.5.9	Risk safeguard	Adequate financial control and risk measure instruments developed and implemented
1.6	Human resources and Management	Human resource development and management of the NGO
1.6.1	Personnel policies and procedures	Written personnel policy and procedures exists and updated regularly
1.6.2	Recruitment and personnel development	Committed and proficient staffs are recruited through competitive/ transparent process by recruitment team (Board, program and program support)
1.6.3	Documentation of the recruitment	Documentation of process of recruitment process (i.e. Written test, interview checklist, presentation) exist by recruitment team
1.6.4	Social inclusion	Women, disadvantaged and excluded groups given priority in hiring staff and giving vital responsibilities in personnel policy



		and practicing in the action
1.6.5	Role and responsibilities	Roles and responsibilities of the staff clear and understandable and periodically reviewed and practices of time sheet and leave records exist and duly followed up.
1.6.6	Personnel file management	Staff Personal file maintained (appointment letter, salary provision, leave, performance) and staff contract letter with job description provided to/accepted by staffs.
1.6.7	Capacity building	Capacity building, health and safety policy for staffs is exist and applied
1.6.8	Performance review	Performance evaluation of all staffs conducted by periodically
1.7	Information Technological (IT), management and infrastructural resources	Adequate is the level of technological and infrastructural resources of the NGOs?
1.7.1	Basic IT system	Modern IT system and applications are well equipped in the organization and its entire offices
1.7.2	Use of IT	Communication and consultation is used by IT instruments
1.7.3	Social media	Organization's website, face book, twitter and other social media is used to create public image of the organization
1.7.4	Physical facilities	Offices are well equipped and minimum physical facilities are available for the better efficiency and create better working environment
1.8	Monitoring and Evaluation	Monitoring and evaluation policy/mechanism and framework exist and its indicator based monitoring tools are developed and operational zed
1.8.1	M&E knowledge	Executive board, management team and staff are known about monitoring policy, mechanism, tools and regular review and reflection carried out
1.8.2	Use of M & E	The practice of baseline report preparation and community-based and multi stakeholders joint participatory monitoring practice exists through program visit, review & reflection workshops and planning events
1.8.3	Documentation & Dissemination	Documentation and dissemination system exists within projects and organization and among the concerned stakeholders about

		reports, best practices, feed backs and reflection of the learning's
1.8.4	Report preparation	Program and institutional assessment, completion, evaluation reports are maintained, shared, published and disseminate
1.9	Programme	Program development and effective implementation
1.9.1	Programme development	Target people/communities and stakeholders are participating and actively involved to design the program/project to identify real needs, proposal developing and budget allocation with the prime focus of women, children, dalit and socially excluded groups.
1.9.2	Planning approach/design	Log frame and indicator based planning system and result/performance based implementation and out puts institutionalized in the NGO
1.9.3	Program sustainability	Sustainable mechanism has been developed for the sustainability of the program and interventions
1.9.4	Program clarity	NGO has clarity on objectives of the program planning and implementation approach amongst entire team of the organization (Board, program and management staff and CBOs)
1.9.5	Program linkage	Programs/projects contribute the organizational longterm plan/goals/objectives, local and national governments plans and priorities, and MDGs
1.9.6	Funding partner	NGO has diversified funding partners for the continuation and extension of the program and avoid the dependence on single partner.
1.9.7	Coordination with concerned stakeholders	Program design and implementation in coordination and collaboration among key stakeholders i.e. Government (DDC, VDC, Municipality and government institutions) , NGOs, Professional institutions, communities
1.9.8	Advocacy and lobby	NGO has developed advocacy strategy and for the issues based advocacy networking is established with other like-minded organizations for joint advocacy at all levels to link local issues

## 2

## ENVIRONMENT

2.1	Political context	Political situation in the country and its positive impact on civil society
2.1.1	Political rights	Civil and political rights freely can be realized such as participating freely in political processes, elect political leaders through free and fair elections, freely organize in political parties

2.1.2	Political competition	There is existence of main characteristics of party system such as multi-party competition, ideological debate etc.
2.1.3	Rule of law	There is rule of law embedded in this area
2.1.4	Corruption	Corruption is perceived as crime in the public sector
2.1.5	State effectiveness	State is capable to meet its defined activities
2.1.6	Decentralization	Government's expenditure is devolved to sub-national authorities.
2.2	Basic freedoms & rights	Basic rights and freedom ensured by law and in practice.
2.2.1	Civil liberties	Civil liberties e.g. freedom of expression, association, assembly ensured by law and in practice
2.2.2	Information rights	Right to information is guaranteed by law and in practice
2.2.3	Press freedoms	Press freedom is ensured by law and in practice
2.3	Socio-economic context	Impact of socio-economic condition of country on civil society
2.3.1	Socio-economic context	Socio-economic situation has influenced in effective performance of civil society
2.4	Socio-cultural context	Socio-cultural context (attitudes, norms) is detrimental or favourable civil society
2.4.1	Trust	Level of trust among the member of organization
2.4.2	Tolerance	Members of the organization has tolerant
2.4.3	Public spiritedness	Sense of public spiritedness is strong among members of organization
2.5	Legal environment	Existing legal environment enabling or disabling civil society
2.5.1	CSO registration	NGO registration process is simple, quick, inexpensive, following legal provisions and consistently applied
2.5.2	Allowable advocacy activities	NGOs are free to engage in advocacy, criticize government
2.5.3	Tax laws favourable to	Existing tax system is favourable and broad to NGOs

## NGOs

2.5.4	Tax benefits for philanthropy	There is availability of tax deduction or credits or tax benefits to encourage individual and corporate giving
2.6	State -civil society relations	Nature and quality of relations between civil society and the state
2.6.1	Autonomy	NGO/Civil society exist and function independently in the district/state
2.6.2	Dialogue	State does dialogue with NGOs/civil society
2.6.3	Cooperation / support	NGO/CSOs are able to receive state resources
2.7	Private sector NGOs relation	Relations between private sector and NGO/civil society is effective
2.7.1	Private sector attitude	General attitude of the private sector towards NGO and civil society actors positive
2.7.2	Corporate social responsibility	Notions and actions of corporate social responsibility is developed
2.7.3	Corporate philanthropy	NGOs/CSOs receive broad support from private sectors
2.8	Organizational working environment	Working environment of the organization
2.8.1	Formal well defined structure and practices	There is well defined formal organization structures exist in the organization
2.8.2	Mutual respect and dignified environment	There is mutual respect and cooperative environment among the team members
2.8.3	Creative and innovative environment	There is creative and innovation creation environment within the organization
2.8.4	Enjoying and friendly environment	There is enjoying and friendly environment in the organization
2.8.5	Capacity building and career	There is significant capacity building and career development opportunities in the organization

opportunities

2.8.6	Recognizing	There is practices of recognizing and rewarding system in the organization
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<b>3 VALUES</b>		
3.1	NGO establishment	NGO is established for the service motive and clarity on the function
3.1.1	Commitment and service motive	NGO is established with the special motive to serve to needy community
3.1.2	Vision and mission	NGO has clearly articulated the vision, mission, goal and objectives , Vision, Mission, Goal and Objective effective implemented, Based on social values, Is NGOs activities are supporting to establish the values and encouraging to revolutionary and destroying the things, Capable and enable of self independent
3.1.3	Understanding of the organization	NGOs vision, mission, goal and objectives is understand by staff, community, key stakeholders
3.1.4	Strategic plan	Strategic plan is aligned with the vision, mission, goal and objectives as
3.1.5	Poverty eradication	NGO is active and visible action to eradicate poverty (Assets, livelihood, knowledge, culture, skills etc ) through various programs in the community
3.2	Democracy	
3.2.1	Democratic practices within NGO	NGO practice internal democracy through AGM to elect leaders/executive boards'. Executive board members have control over decisions of the organization
3.2.2	Participatory decision	Decisions are made by executive board and management team by participatory way and implemented effectively
3.2.3	Leadership development	Executive board authorities and members have fix the certain duration and terms of the position?
3.2.4	Responsibility of board and staff	Authority, role and responsibility clearly defined of the executive board and staff and implemented without any conflict and conflict of interest
3.2.5	NGO actions to promote democracy	NGO actively promoting democracy at all level to promote and exercise democratic practices and democratic culture

3.3	Transparency	NGO promote and practice transparency
3.3.1	Corruption within NGOs	Zero tolerance policy and practices in the matter of corruption within organization and programs
3.3.2	Financial transparency of NGOs	NGOs make their financial accounts publicly available through budgeting, expenditures reports, annual reports, hoarding boards and sharing information in the various events
3.3.3	Financial compliances	NGOs timely conduct overall audit as provisions of the government and funding partner's policy and local law and dissemination the reports to publicly
3.3.4	NGOs actions to promote transparency	NGO actively promoted government and corporate (institutional) transparency
3.4	Accountability promotion	Improve accountability mechanism establish and promote through policies and procedures
3.4.1	Joint meeting	NGO conduct joint meeting of the board and staff, staff and concern stakeholders and community and review the performances and collect the feedback and suggestions and mild complaints
3.4.2	Public audit and hearing	NGOs conducted public/social audit and public hearing in the community?
3.4.3	Self-declaration	Executive board and staff member declare and verify wealth periodically to promote accountability
3.5	Institutional development	Institutional set up and practices of the organization
3.5.1	Organizational system and policies	NGO has standard organisational systems, policies and procedures i.e. Organizational strategic plan, various (Good governance policy, Program finance, administration, HRD, gender, dalit, child, sexual violation, logistic, IT etc) operation policies and manuals/guidelines which are well inducted to staff and board members
3.5.2	Zero tolerance policy	Zero tolerance policy strictly implemented i.e. against sexual harassment, child abuse, exploitation, misappropriation, fraud ec
3.5.3	Social justice	GESI policy (including women friendly policy to address women's specific issues) to mainstream gender and social inclusion in all levels i.e. general member, executive board and staff
3.5.4	Operation of the	Regular board meeting, timely AGM, renewal membership and

	board	increased members
3.5.5	Rule of law	NGO stand and ensure rule of law in the institution and believe supremacy of statutes and law, non-discrimination and equal treatment by law.
3.5.6	Separation of power	Organization has established the system and applied practices of separation of power between board and management, maintain the check and balance and clear outlined responsibilities and authorities
3.6	Tolerance	Organization practice and promote tolerance
3.6.1	Tolerance within the NGO	NGO promoting and practicing tolerant in the organization in its program
3.6.2	NGO actions to promote tolerance	NGO actively promote tolerance at all level
3.7	Non-violence	NGO practice and promote non-violence
3.7.1	Non-violence within the NGO	Member of NGO expressing their interests in the public sphere with the use of non violence means among and within NGO
3.7.2	NGO actions to promote non-violence and peace	NGO support the non-violent resolution to promote a non-violent society such as violence against women, child abuse, and youth violence
3.8	Gender equality	NGO practice and promote gender equality
3.8.1	Gender policy and ensuring mechanism	Organisation has developed a written gender policy that affirms a commitment to gender equity
3.8.2	Gender equality within the NGO	The representation of women in the organization is increased in the board, senior management team and other staff level in the past few years
3.8.3	NGO's actions to promote gender equality	NGO is actively promoting gender equality to develop program planning and implementation at community level
3.8.4	Gender audit	Gender and social inclusion auditing system has been established and being carried out
3.9	Environmental sustainability	NGO is promoting and practicing environmental sustainability

- |       |  |   |
|-------|--|---|
| 3.9.1 | NGO actions to sustain the environment | NGO is active to sustain environment                            |
| 3.9.2 | IEA & EIA in the project               | IEA and EIA need to be compulsion to implement the any projects |

<b>4</b>	<b>IMPACT</b>
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|-------|--|--|
| 4.1   | Influencing Public Policy                          | Organization is active and successful in influencing public policy   |
| 4.1.1 | Human Rights Policy                                | Organization is active and successful to influence human rights policy for the promotion and protection of human rights  |
| 4.1.2 | Social Policy                                      | Organization is active and successful in influencing social policy for the effective implementation and incorporate the community concerns to reform the social policies |
| 4.1.3 | National Budgeting Process                         | Organization is active and successful in influencing the national budgeting process to address the community needs/plan of the community                                 |
| 4.1.4 | Local policies and practices                       | Organization is active and successful in influencing local policies and practices for the betterment of the community  |
| 4.2   | Holding state and private corporations accountable | NGOs are active and successful in holding the state and private corporations accountable   |
| 4.2.1 | Holding state accountable                          | NGOs are active and successful in monitoring state performance and state accountable   |
| 4.2.2 | Holding private corporations accountable           | NGOs are active and successful in holding private corporations accountable   |
| 4.3   | Responding on public interest                      | NGOs actors respond to social welfare  |
| 4.3.1 | Responsiveness                                     | NGO effectively responding to priority social concerns   |
| 4.3.2 | Public trust                                       | Majority of the population trust NGOs  |
| 4.4   | Empowering citizens                                | NGO is active and successful in empowering citizens for example traditional marginalized groups in making decisions that influence in livelihood                         |
| 4.4.1 | Informing educating                                | NGO is active and successful in informing and educating citizens   |



	citizens	on public issues
4.4.2	Building capacity for collective action	How active and successful are civil societies in building the capacity of people to organize themselves, mobilize resources and work together to solve common problems?
4.4.3	Empowering marginalized people	NGO is active and successful in empowering marginalized people
4.4.4	Empowering women	NGO is active and successful in empowering women for example to give them real choice and control over their lives
4.4.5	Building social capital	NGO is building social capital among its members? NGO effectively compare trust, tolerance, and public spiritedness of members to those of non-members
4.4.6	Supporting livelihoods	NGO is active and successful to create employment and income generating opportunities especially for poor and women
4.5	Meeting societal needs	NGO is active and successful in meeting societal needs especially of poor and marginalized groups
4.5.1	Lobbing for state service provision	NGO is active and successful in lobbying the government to meet pressing the societal needs
4.5.2	Meeting pressing societal needs directly	NGO is active and successful in directly meeting pressing societal needs to provide service or to promote self-help initiation
4.5.3	Meeting needs of marginalised groups	NGO is effective than the state in delivering services to marginalized group
4.5.4	Meeting social inclusion	Social inclusive and emphasis in values of the organization to reduce and eliminated any form of discrimination by NGOs i.e. touchable, race, colour, caste, sex etc
4.6	Peace building	Organization is active and achieve the visible result to promote peace
4.6.1	Create social harmony	NGO has created social harmony in the community
4.6.2	Promote non violence activities	NGO has promoted culture and practices of non violence activities
4.7	Sustainability of the organization	Sustainability of the organization and its program

and its program

4.7.1	Program sustainability	Sustainable mechanism of the program interventions and institutionalization of the program
4.7.2	Program Funding	Long term funding commitment and program approval/agreement
4.7.3	Own Income source	Regular income source of the NGO
4.7.4	Physical assets	Building, land and other physical assets
4.7.5	Vehicles	Jeep, car, motorbike and other vehicle equipments
4.7.6	Bank and cash	Reserve fund or Bank balance and cash balance,

NGO assessment criteria can be applied with rating scale/liquor scale and yes/no questions based on the researchers available resources and research objectives.

## **Chapter - Five**

### **Discussions**

This study examined the perception of respondents on contribution of the Non-Governmental Organizations (NGOs) in development of Karnali Zone using Civil Society Index (CSI) as assessment criteria of NGOs. The study of the research summarized the research findings and conclusions to provide recommendations for future research. Based on the results and findings, summary and conclusions were drawn. Recommendations were offered to the stakeholders and for future researchers.

#### **5.1 Summary of the Study**

The main purpose of this study was to examine the perception of the NGO executive board and staff member of the local NGO, beneficiaries, civil societies and government of the Karnali Zone on the contribution of Non-governmental Organizations (NGOs) in development and change of communities and to develop the NGOs assessment criteria appropriate to Nepalese context by identifying various factors influencing civil society achievement.

#### **Statement of the problem**

There has been a huge concern among the civil societies, government and international development partners about improving the quality of the life of people. All of them have highlighted the importance of NGOs in development. In spite of the importance given on the role of non-governmental organizations, the systematic study of the role of NGOs in development in the region has not been carried out so far. Similarly, application and developing a locally applicable Civil Society Index to assess the status of NGOs was found equally a challenging task. While working in

this area, this researcher had always been intrigued with the problem regarding the governance and institutional development of NGOs and contextualizing the existing CSI criteria to the Karnali Zone.

The research was intrigued with a problem which exists somewhere in the process of developing and applying relevant approaches to mainstreaming development in Karnali. In the Karnali context, what could be the broadly accepted CSO assessment criteria? Unless it could be developed and implemented properly, role of NGOs in Karnali's development efforts would be a distant dream. This gap encouraged this researcher to carry out this study i.e. entitled *Role of Non-Governmental Organization in Development of Nepal: The Civil Society Index (CSI) Perspective in Karnali Zone*".

### **Significant of the study**

The significance of this research was to examine the NGOs registered and working in the Karnali Zone to examine the NGOs performance, current status of the NGOs, their contribution and find the enabling and impending factors of the NGOs. The key aim of the study was to develop the assessment criteria of the non-governmental organization. The study explored perceptions of respondents associated as key stakeholders of the non-governmental organizations such as beneficiaries, NGO board and staff, government agencies and civil society representative to enhance the effectiveness and efficiency of the non-governmental organization for better contribution in the development sector.

### **Research objective**

The general objective of this study was to examine the perception of the NGO executive board and staff member of the local NGO, beneficiaries, civil societies and government of the Karnali Zone on the contribution of Non-governmental

Organizations (NGOs) in development and change of communities and to develop the NGOs assessment criteria appropriate to Nepalese context by identifying various factors influencing civil society achievement.

Specific objectives were to identify the status of NGOs of Karnali Zone on the basis of its structure, environment, values and Impact; explore the contribution of NGOs in development and change of Karnali Zone; identify the enabling and impeding factors of NGOs working in the Karnali Zone and develop the NGO assessment criteria based on Civil Society Index (CSI) to assess the status of the Non-Government Organization in Karnali Zone.

### **Research Questions**

The research questions of the study were as follows:

1. What is the status of Non Governmental Organizations in the Karnali Zone?
2. What is the role of Non-Government Organizations in development of the Zone?
3. What are the enabling and impending factors of Non-Government Organizations development in the Zone?
4. Is Civil Society Index Relevant to assess the status of the Non-Government Organization in Karnali Zone?

### **Research hypothesis of the study**

The research hypotheses of this study were:

1. There is no significant difference between the structure and types of district of Karnali Zone
2. There is no significant difference between the environment and types of district of Karnali Zone

3. There is no significant difference between the values and types of district of Karnali Region
4. There is no significant difference between the impact and types of district of Karnali Zone
5. There is no significant difference between the structure and types of respondent of Karnali Zone
6. There is no significant difference between the environment and types of respondent of Karnali Zone
7. There is no significant difference between the values and types of respondent of Karnali Zone
8. There is no significant difference between the impact and types of respondent of Karnali Zone
9. Non-Government Organizations significantly contributed in development of the Karnali Zone
10. Nepal Government policies play the significant role to create the enabling environment for NGOs to perform their works,
11. Socio-culture and political environment play the role as impeding factors to perform the works of NGOs,
12. The Civil Society Index (CSI) can be adjusted to reflect local context to assess the NGOs performance and their status.

### **Setting of the study**

The whole research was guided by the Pragmatic philosophy. The study applied deductive and exploratory research approach. Concurrent mixed method applied to crosscheck the findings of the quantitative and qualitative study. Various research instruments such as survey questionnaires, in depth interview, focus group

discussion, observation, case study and workshops were used in this research. A total of 562 respondents were selected from 5 groups; beneficiaries (n = 400), NGO board (n = 56), NGO staff (n = 56), government representatives (n = 25) and civil society (n = 25). In district wise respondents were Dolpa (n = 66), Humla (n = 82), Jumla (n = 146), Kalikot (n = 174) and Mugu (n = 94) by using the simple random sampling. Similarly, a total of 45 interviewed beneficiaries (n = 20), NGOs board (n = 5), NGOs staff (n = 5), government representative (n = 10) and civil society representative (n = 5). A total of 15 focus group discussions were conducted. 56 NGOs and 25 communities were observed by using the rating scale. A total of 15 case studies collected.

Multistage Random Sampling was used to deduct the size of study area on the basis of logical reasoning and simple random sampling was adopted to select the respondents. Under the random sampling, lottery method (two types of similar paper card was used having with symbol of '0' and '1' ('0' means not selected and '1' means selected) was used to select the respondents for survey and interview both. The entire paper cards were kept in one container and participants were asked to draw the card. Who got the 1, was selected for the study.

Concurrent mixed method was used to collect the quantitative and qualitative data. Survey was done to collect the quantitative data and interview, case study, focus group discussion and observation rating were done to collect the qualitative data. A survey questionnaire was adapted /developed modifying the local context of Civil Society Index (CSI). Written consent was also taken from the each respondent during the survey.

Quantitative data was analyzed through Cross tab, Frequency Table, ANOVA, Multiple Comparison (bonferroni test), Correlation, by SPSS and observation in Excel. Similarly qualitative data was manually transcribed and analyzed in descriptive way. Objective wise findings of study are summarized as below:

**Specific Objective No. 1** of the study was to identify the status of NGOs of Karnali Zone on the basis of its structure, environment, values and Impact. As the objective no 1, the whole analysis of quantitative data was found the significant differences among the five study districts in relation to the structure, environment, values and impact of the NGOs as follows:

Description	F Value	P Values	Remarks
Structure	17.231	.000	Significant
Environment	9.971	.000	Significant
Values	9.867	.000	Significant
Impact	13.346	.000	Significant

The above mentioned table shows that the working environment and status of NGOs found significantly different conditions on the basis of geographical distributions of study area.

Following the district based analysis; the study also explored the data from the respondent perspectives. The perceptual analysis of response of respondents shows that there was only significant differences in structure at the P-value = 0.007 at 95% confident interval. The rest three major elements; environment, values and impact were found no significant difference among the types of respondents.

Description	F Value	P - Values	Remarks
Structure	3.582	0.007	Significant
Environment	0.941	0.44	Insignificant
Values	0.977	0.420	Insignificant
Impact	0.829	0.507	Insignificant



**Specific Objective No. 2** study found that from the focus group discussion, in depth study, case studies and observation rating to explore the contribution of NGOs in development and change of Karnali Zone. NGOs' contribution was found in health service sectors, contribution in educational service sectors, contribution in economic development, contribution in environment and climate change, contribution in infrastructure development, contribution in empowerment of women, youths, socially deprived groups and child rights, contribution in the promotion of human rights, media and information technology, Holistic perspective of beneficiaries and service providers on contribution of NGOs in development and changes. In overall, respondents evaluated NGOs' work in the communities as excellent and it was generated that significant contribution was made to bring the changes in national development.

**Specific Objective No. 3** study was to identify the enabling and impeding factors of NGOs working in the Karnali Zone. The operationally enabling factors were defined those factors which had created the positive environment for the planning and implementation of NGO's activities. These enabling factors were : will power of NGOs working in Karnali Zone, donor Interest and contribution in Karnali Zone, Tourism promotion, Structural factors i.e participation, government support system, legal provisions, financial and human resources, environmental factors, ethical factors, Program based factors, policy factors and institutionalized democratic practices. Similarly, impending factors were the negative factors which had created the barrier for the better performance of NGO's activities. These factors were identified through the structured survey, observation and in-depth interview of key informants in the study areas were geographical factors, weak planning and implementation of program, dependency mentality, lack of trained human resources,

inadequate coordination and support between the stakeholders, lack of monitoring and supervision from government agencies, socio-economic problem.

**Specific Objective No. 4** of this study was to develop the NGO assessment criteria based on Civil Society Index (CSI) to assess the status of the Non-Government Organization in Karnali Zone. From the whole discussion of quantitative and qualitative data, study developed the revised assessment criteria for NGOs which details are as follows:

Assessment Criteria	Sub Group		Assessment Criteria				
	CSI Sub Group	Final Sub Group	CSI Criteria	Final Criteria	Existing as it is	Added New	Modified
Structure	6	9	21	49		34	15
Environment	7	8	23	29	14	6	9
Values	7	9	14	33		20	13
Impact	5	7	16	26		10	16
<b>Total</b>	<b>25</b>	<b>33</b>	<b>74</b>	<b>137</b>	<b>14</b>	<b>70</b>	<b>53</b>

There were 25 sub elements of the CSI which increased into 33 sub elements and 74 indicators in the CSI which were applied in the field research now finalized 137 individual assessment criteria. This study developed 137 criteria among which 14 criteria were constant, 70 were added, 53 were modified and 4 criteria were removed.

## 5.2 Key findings of Study

### 5.2.1 Demographic status of the respondents

1. There were five types of the respondents, 71.2% respondents were beneficiaries, 10% of the respondents were NGO board, 10% of the respondents were NGO staff, 4.4% of the respondents were government and 4.4% respondents were civil societies.
2. Among the total (n=562) respondents in the survey by sex, 34 percent were females and rests were males.

3. As per ethnicity 55% (n=309/562) of respondents were Chhetri followed by 19.4% (n= 109/562) Brahmin, 13.5% (n= 76/562) Dalit and 10.7% (n= 60/562) Janajati and others were 1.4% (n=8/562) who took part in research study directly,
4. The ages of respondents were below 20 ages to above 60. In total, 5.7% respondents were below the age of 20, 42.9% were 21-30, 13.7% were 41-50 and 7% were 50-60,
5. As data of education level of respondents shows that majority 31% (174 respondents) of respondents had Intermediate level education followed by 23% (129 respondents) from the bachelor level education, School leaving certificate education 14.8% (83 respondents) 7.3% Master level education (41 respondents), Secondary level 6.4% (36 respondents), literate 10% (56 respondents) primary level education 5.2% (29 respondents) and illiterate 2.5% (14 respondents)
6. A data shows majority of respondents (38.3%) were involved in service followed by 25.4% in agriculture, 15.8% were in study as a student, 11% in other occupation which were not stable work and changing in time and duration and 9.4% were involved in business.
7. A data shows that 85.8% respondents of study areas were direct beneficiaries whereas 14.2% were indirect beneficiaries.

### **5.2.2 Finding related with Objective no. 1**

1. There was significant difference in structure, environment, values and impact of NGOs among the all five districts (Dolpa, Humal, Jumla, Kalikot and Mugu) of study area at the  $P = 0.000$  significant level.

2. The P value of ANOVA test rejected the hypothesis number 1 to 4 of the study that there was significant difference in Structure, Environment, Values and Impact in all five districts in  $p=0.000$  significant level at 95% confident interval
3. Kalikot district had the highest value in all four elements Structure (64.64), Environment (71.69), Values (42.83) and Impact (51.63). But Humla was higher than Jumla, Mugu and Dolpa in Structure and Environment but Jumla was higher in Values and Impact than three districts Humla, Mugu and Dolpa. Mugu was in the fourth and Dolpa was in the fifth rank in comparing with the all elements.
4. The perceptual analysis of response of respondents shows that there was only significant differences in structure at the  $P\text{-value} = 0.007$  at 95% confident interval. The rest three major elements; Environment, Values and Impact were found no significant difference among the types of respondents.
5. The P value of ANOVA test rejected the hypothesis no. 5 of study that there was significant difference in structure among the types of respondents in  $P = .007$  significant level at 95% confidence interval. But the data accepted the null hypothesis no. 6 to 8 that there was no difference in environment, values and impact among the types of respondents in  $P = .44$ ,  $P = 0.420$  and  $P = 0.507$  respectively significant level at 95% confidence interval.
6. In the Structure, NGO board had higher mean value 62.87 and beneficiaries had 60.78 but civil society had minimum value 54.28 which was lower than all.
7. In Environment, government had the highest mean value 70.16 among five types of respondents and civil society had 65.16 minimum mean value among all respondents.
8. Likewise, mean value of the Values was less than 42 which was comparatively lowest among all elements.

9. Further, the mean value of Impact was less than 50 among all the respondents. NGO staff had higher (49.85) and government had the lowest mean value (47.08) mean value.
10. There was significant correlation between all elements i.e. Structure, Environment, Values and Impact. Between structure and environment at the significant level of  $P = 0.000$  and Spearman's rho ( $r$ ) = 0.683 at the 95% confidence level, between Structure and Values at the significant level of  $P = 0.000$  and Spearman's rho ( $r$ ) = 0.633 and Structure and Impact at the significant level of  $P = 0.000$  and Spearman's rho ( $r$ ) = 0.633.
11. Similarly, there was significant correlation between Environment and Values at the significant level of  $P = 0.000$  and Spearman's rho ( $r$ ) = 0.672, between Environment and Impact at the significant level of  $P = 0.000$  and Spearman's rho ( $r$ ) = 0.637.
12. Similarly, there was significant correlation between Values and Impact at the significant level of  $P = 0.000$  and Spearman's rho ( $r$ ) = 0.755.
13. The overall organizational status of NGOs was observed and rated 74.46% good from the physical observation of the NGOs in all five districts.

Gibson (1993) expressed that one of the recognized strength of the NGOs is the ability to reach the poorest groups whom official aid and government channel cannot reach. The same scenario found in Karnali Zone in every sector of the development activities to facilitate, empower and advocate for the people's need.

NGOs have an opportunity to influence not only the work of official development agencies, but important aspects of development policy as well. In fact this opportunity is increasingly seen by many NGOs as a logical extension of their project activities - which may have an important community impact, but which alone have little or no

general impact in a retrogressive policy climate (Smillie, 1994) . During the research consulted to District Administration Office, District Development Committee (DDC), Social Welfare Council and funding International NGOs and agencies found there was no uniformity compliance the provision of social act i.e. approval of the funds of INGOs and NGOs from SWC, annual programs to concerned line ministry, DDC and VDC. As finance ministry reported still budget of the Nepal government is 64% on budget and off budget is 36% which reflect the budget was channeling through out of government formal system (MoF, 2014).

The current social act 2034 not sufficient and could not address the current role of the non-governmental organizations as NGOs are major development partners of government and strong institutions of civil societies. Therefore, holistic independent non-governmental organizations act need to be formed by government. This act could help to address the entire concerns and requirements of the non-governmental sectors to create working environment, support and operational mechanisms, monitoring and controlling mechanisms through common door system for the development of Nepal.

### **5.2.3 Finding related with Objective no. 2**

1. The study found significant contribution of the NGOs in every sector of the development in the Karnali Zone.
2. NGOs contributed in the health services in the Karnali through awareness raising, building health network, infrastructure development of the health institution, IEC material production and dissemination, counselling service of HIV/AIDs, facilitation among community and health institution, capacity building of the health institution and community mobilization for the improvement of the health,

safe motherhood program, maternal child health program, promotion of Open Defecation Free (ODF) Declaration, safe drinking water and sanitation program.

3. NGOs significantly contributed in education service program through formal educational program, informal education program, promotion of vocational/skilled based development program, promotion of Active Teaching Learning program, promotion of Child Friendly Learning Centre, Educational material support program, school building and other infrastructure building program, capacity building of the teaching staff and school management committee, library support.
4. NGO had contributed in moral development related areas with values and characters by demonstrating as social change agents through eliminating social harmful factors and promoting best practices and system along with communities.
5. NGO had contributed in socio-economic development of the people through employment generation program, skill based training, income generation program, promotion of saving and credit program and creating exposures for the entrepreneurship development and financial and technology support to promote local resource based initiations.
6. NGOs significantly contributed to reduce deforest, preserve non-timber forest, environment friendly physical infrastructure establishing community managed mechanism.
7. NGOs, one of the major focused and contribution found that empowerment of the youth, women, specially deprived groups and protection of the children and differently able groups in all five districts.

8. Promotion and protection of the human rights and media development was one of the massive contributions of the NGOs in Karnali Zone. A total of 12 community Radios were established in Karnali Zone.
9. NGOs contributions can be contribution in the promotion of human rights, media and information technology
10. NGOs seemed holistic development change agents and trusted institution of the civil society to bridge gap of the community and Nepal government.

NGOs and INGOs are increasing in Nepal. INGOs had made the project agreement with SWC for financial and technical support to development programs through NGOs i.e. in 2012/13 fiscal year 8835 million Nepalese rupees, in 2013/14 it was 10802 million rupees and in 2014/15 was 12,299 million rupees. Out of 189 INGOs, 21 INGOs program were in Karnali Zone along with others districts in 2013/14. This was already demonstrated the capacity of NGOs on facilitating development activities. But the budgeting consumption capacity of the Nepal government only 50% (MoF, 2014) which NGO could be development partners to facilitate the development activities to utilize financial and other resources as National Planning Commission (2005) emphasized downsizing government by developing more functions to local bodies and involving local communities and Non-Government Organizations (NGOs for awareness and mobilization; income generating activities and service delivery for employment generation, streamlining the planning and budgeting system and improving resource utilization.

The Nepal Human Development Report of 2001 recommended to reform in administrative and fiscal decentralization, and call for enhancing local governance, encouraging local government and NGOs partnership, and promoting the empowerment of the marginalized group (Nepal Human Development Report , 2014).



As government of Nepal considered as a development partner, NGOs have contributed to uplift the communities mainstreaming the marginalized people through empowering, capacitating, supporting and advocating through assessing the local needs and resources in Karnali Zone. But still budget of the Nepal government is 64% on budget and off budget is 36% which reflect the budget was channeling through NGOs and other institutions by donors and INGOs (MoF, 2014). As Nepal tries to move out of a long drawn out political transaction and its commitment to graduating from Least Developed Country to a Developing Country status by 2022 (Nepal Human Development Report , 2014) which demands the NGOs contribution to achieve the national objectives.

Alan Fowler (1991) expressed that NGOs partnerships are one link in a system of civic affiliation that urgently need to be forged in this decade in order to increase our hope for more equitable and sustainable development in the next century. Therefore, NGOs further need to increase their activities to be accountable, transparent, compliances with the legal provisions, practice the democratic exercise and applied social inclusions approaches to work together as development partners of government and play role as trusted worthy civil society institutions in the community in newly structured federal system of the country.

#### **5.2.4 Finding related with Objective no. 3**

1. The study found that the major enabling factors were will power of NGOs working in Karnali Zone, government prioritize and focus Zone and interest of the donors, as 21 INGOs supporting in Karnali through NGOs out of 189 INGOs made agreement with Social Welfare Council (SWC)

2. Tourism and historical area of the nation, community participation and different ethical groups who were very much interested to be involved to change society was found as one of the enabling environment of the NGOs in Karnali Zone
3. Possibility of the program intervention in every sectors and favourable politics of the Nepal government was also enabling factor of the NGOs
4. Institutional democratic practices and good governance also was found enabling environment of the NGOs.
5. Similarly, impending factors were geographical difficulties, weak planning and implementation of program and dependency mentality of the community and NGOs.
6. Further impending factors were lack of trained human resources, inadequate coordination and support between the stakeholders, lack of monitoring and supervision from government agencies and existing socio-economic problem in time.

Lenihan (2006) defines that NGOs are significant players in the development fields. Similarly, Yap (1989/1990), expresses NGOs mandate as helping to remove the stumbling blocks to development, some pursue this objective through the delivery of relief and social welfare services others do it by helping the communities or sectors. So, NGOs role seems significant to uplift the socio-economic status of the communities. This can be only possible when enabling factors increase and reduce the impending factors. In context of Karnali Zone, willingness of NGOs, government priority and interest of the donor communities play favorable environment for the NGOs.

Many NGOs not being member-based organisations, being in closer contact and financially dependent on the donor, directed their accountability more towards the

donor side than towards the beneficiaries in whose name the organisation has been established (Ingdal, 2007). But in the context of Karnali Zone, NGOs found trusted and local ownership comparing with other institutions. Fully depending and accountability towards only with donors one of the impending factors for NGOs to sustain and provide the better services to community. The geographical difficulties, minimum physical infrastructures and NGOs friendly legal provisions need to be supported by government. The country has been institutionalizing federal system which demands the further effective roles of non-governmental sectors. The current positive contribution of the NGOs need to be encouraged and established the legal provisions to avoid the malignancy.

#### **5.2.5 Finding related with Objective no. 4**

1. Civil Society Index (CSI) had been modified and developed NGOs assessment criteria to assess the NGOs performance. There were 25 sub elements of the CSI which were increased into 33 sub elements and 74 indicators in the CSI which were increased 137 individual criteria.
2. There were 6 sub elements and 21 criteria under Structure which were finalized into 9 sub elements and 49 criteria. To finalize 49 criteria of the NGOs 15 criteria modified and 34 new criteria were added.
3. There were 7 sub elements and 23 criteria under Environment which were finalized into 8 sub elements and 29 individual criteria. To finalize 29 criteria of the NGOs 14 criteria accepted of the CSI, 9 criteria were modified and 6 new criteria were added from the study.
4. There were 7 sub elements and 14 criteria under Values which were finalized into 9 sub elements and 34 criteria. An individual 14 criteria were modified and 20

new criteria were added to develop final NGOs assessment under major element value.

5. There were 5 sub elements and 16 criteria under Impact which were finalized into 7 sub elements and 26 individual criteria. To finalize 26 criteria of the NGOs 16 criteria were modified and 10 new criteria were added from the study.
6. The study found that there were 14 individual criteria of CSI accepted for NGOs criteria which all fell under the Environment which were under sub elements criteria 'Political context', political rights, political competition, rule of law, corruption, state effectiveness and decentralization accepted. The study also found that, under the sub-criteria, 'Basic freedom of rights' Civil liberties, information rights and press freedom were accepted. Sub-criteria, 'Socio-economic context' was also accepted. Under the sub-criteria, 'Socio-cultural context', these criteria: Trust, tolerance, Public spiritedness were accepted. Finally, under the sub-criteria 'Legal Environment', the criteria Tax benefits for philanthropy was accepted.
7. The study found that 53 criteria of the NGOs assessment were modified from CSI indicators under four major elements Structure, Environment, Values and Impact.
8. The study found 15 criteria were modified under the 3 sub element of the Structure which were breadth of citizen participation, diversity of civil society participation, level of organization and inter relation of the organization.
9. The study found 9 criteria modified under 3 sub element of the Environment which were level environment, state civil society relation and private sector NGOs relation of the CSI to finalize NGO assessment criteria.
10. The study found 13 criteria modified under 5 sub elements of the Values which were democracy, transparency, tolerance, non violence and gender equality of the CSI to develop NGO assessment criteria.

11. The study found 16 criteria modified under 5 sub element of the Impact which were influencing public policy, holding state and Private Corporation accountable, responding on public interest, empowering citizen and meeting societal needs.
12. Modified 3 criteria under influencing in public policy were human rights policy, social policy and national budgeting process
13. The key finding of the study was new criteria of NGO assessment. It was observed that CSI indicators were not adequate to measure NGO performance based on field survey. The study finalized 8 sub elements and 70 criteria to finalize NGO assessment criteria. The new 8 sub elements were 3 under Structure, 1 under Environment, 2 under Value and 2 under Impact.
14. The study found 53 new criteria under Structure. These 53 new criteria were under the new 3 sub elements Resources, (financial resource management, Human resource management, IT management and infrastructure resource), Monitoring and evaluation and Program management.
15. One of the most identified sub element by respondents was financial resource and management. Under this sub element 9 criteria developed related with financial procedure, system, budgeting process, reports, approval mechanism, audit and improving system, salary and legal compliance.
16. Similarly, sub element was human resource and management newly identified. Under this sub element 8 criteria were developed which were personal policies and procedures, Recruitment and personal development, Social inclusion, Role and responsibilities, Personal file management, Capacity building and Performance review.

17. The new 4 criteria under the sub element Information technological management and infrastructural resource were developed which were Basic IT system, Use of IT, Social media and Physical facilities.
18. The study found sub element Monitoring and evaluation under the Structure which were 4 criteria M & E knowledge, Use of M & E, Documentation and dissemination and Report preparation.
19. The study found new sub element Program of the NGO under Structure which includes Program development, Planning approach, Program sustainability, Program clarity, Program linkage, funding partner, Coordination with concern stakeholders and Advocacy.
20. The study found 6 new criteria under new sub element Organizational working environment of the major component Environment. The new criteria under this sub-criteria were Formal well defined structure and practices, Mutual respect and dignified environment, Creative and innovative environment Enjoying and friendly environment and Capacity building and career opportunities and final was Reorganization.
21. The new sub element of the Impact Sustainability of the organization and its program found with the study which were 6 new criteria Program sustainability, Program Funding, Own Income source, Physical assets, Vehicles and Bank and cash.
22. The study found some irrelevant criteria of CSI to measure the performance of NGO. The 3 assessment criteria under the structure of the sub element depth of citizen participation were rejected due to respondents could not find the differences of the sub element breadth of citizen participation and depth of the citizen participation in the context of Karnali. Similarly, Gender equality practices

within the NGO and Gender equality within the NGO seems same and no significant difference under the sub criteria of Gender equality under value. With the response of the responded Gender equality practices within NGO is rejected.

Civil Society Organizations, NGOs and third sectors are used inter-changeably as volunteering people's organizations to contribute development facilitation, policy contribution, watch-dog on behalf of society and make accountable state mechanisms for the wider benefits of the people. In such a changing globalized civil society relation and channeling the huge resources through NGOs seems by own-self sustainable, accountable, transparent, democratic and compliance the provisions of the government and maintain the ethical perceptions of the society. Moreover, as governments downsize and new challenges crowd the international agenda, NGOs increasingly fill the breach.

NGOs on the ground make the impossible to possible by doing what governments cannot or will not (Simmons, 1998, p. 87). So evaluating the NGOs for the specific purposes with certain criteria could not reflect the real situation therefore the comprehensive research based criteria with broader framework could be hallmark to enhance the NGOs and address the concerns of the stakeholders as large concerns raised towards NGO and its contributions.

During the research, respondents emphasized the values of the NGO establishment, financial management, human resource management, sustainability of the institutions and programme, institutional development, monitoring and evaluation, organization's working culture which have been included to develop the NGOs' assessment criteria of this study. NGO assessment criteria could be major tools of assessing any non-governmental organizations and could be modified based on their

local context on the basis of four major elements structure, environment, values and impact as overall performance of the NGOs.

### **5.3 Conclusion of Study**

This study had undertaken to look at contribution of the NGOs in development of Karnali Zone and development the NGOs assessment criteria. The general objective of this study is to examine the perception of the NGO executive board and staff member of the local NGO, beneficiaries, civil societies and government of the Karnali Zone on the contribution of Non-governmental Organizations (NGOs) in development and change of communities and to develop the NGOs assessment criteria appropriate to Nepalese context by identifying various factors influencing civil society achievement.

The study was based on the pragmatism philosophy. Deductive approach was used to test the existing theory. Cross-sectional descriptive and exploratory research design was adopted. Study was conducted among the beneficiaries, NGOs executive board, NGOs staff, Civil Society and Governmental Officials in Karnali Zone. 562 respondents were selected for survey and 45 key informants were interview, 15 case studies were prepared, 15 focus group discussion conducted and 56 observation rating collected of 56 NGOs and 25 observation rating carried out for communities. Respondents were selected by using the simple random techniques.

Concurrent mix method was used to collect the qualitative and quantitative data. In quantitative data, cross-tab, frequency table and ANOVA test and multiple comparison (Bonferroni test) values were analyzed for descriptive analysis of data, as well as correlation was done to explore the relation between two and multiple



variables. Similarly, manual editing, transcribed and narrative analysis was done for qualitative data.

### 5.3.1 Hypothesis Testing

**Hypothesis no. 1** of this study was 'there is no significant difference between the structure and types of district of Karnali Zone which was rejected at  $P = 0.000$  significant level at 95% confidence interval. Similarly, **hypothesis no 2** was also rejected. The hypothesis no. 2 was assumed the null hypothesis that there is no significant difference between the environment and types of district of Karnali Zone. The P value of F test established the alternative hypothesis at  $P = 0.000$  which rejected the assumed null hypothesis. As the objective no. 1, the 3 hypothesis was 'there is no significant difference between the values and types of district of Karnali Zone' which was also rejected. Finally, the 4<sup>th</sup> hypothesis related to the relation between impact and types of district of Karnali Zone also rejected.

Under the 1st objective, there were additional 4 hypotheses that were assumed in relation to the types of respondents and four major elements of NGO. The hypothesis no 5 was 'there is no significant difference between the structure and types of respondent of Karnali Zone' which was rejected at  $P = 0.007$  at 95% confidence interval. But the rest hypothesis no. 6 to 8 which had assumed the null hypothesis of environment, values and impact of NGO and types of respondents was accepted. The statistical analysis of F – test had given the P value higher than the .05 (5%) significant level.

The hypothesis no 9 to 12 were qualitative hypothesis which were assumed the contribution of NGOs, enabling and impending factors of NGOs and developed NGO assessment criteria. As the **hypothesis no 9** was 'non-Government Organizations significantly contributed in development of the Karnali Region' was accepted on the

basis of quantified data of rating scale of observation checklist. The analysis of observation data shows that there was 74.46% contribution provided by the NGOs for the change and development of community of Karnali zone.

Similarly, **hypothesis no 10** assumed that 'Nepal Government policies play the significant role to create the enabling environment for NGOs to perform their works'. The information collected from in-depth interview with NGO experts, beneficiaries and government agencies, and civil societies found that the Nepal government had formulated the policy of NGO's operation and considered as the development partners. So, the final conclusion of analysis accepted the hypothesis no. 10.

As the objective no. 3, the **hypothesis no 11** assumed that 'socio-culture and political environment play the role as impeding factors to perform the works of NGOs' which was also accepted from the qualitative analysis of socio-cultural practices and political environment of Karnali zone.

Finally, the data also supported to accept the **hypothesis no 12**. The hypothesis was 'Civil Society Index (CSI) can be adjusted to reflect local context to assess the NGOs performance and their status'. From the quantitative and qualitative data analysis, the findings show that there was need to revise the existing SCI indicators to measure the performances of NGO. As the result, the findings supported to develop the NGO assessment criteria.

### **5.3.2 Theory Testing**

From the theoretical perspective, the study had adopted the CSI indicators as the base of study to identify the SNGO's status, its contribution and finally to develop the NGO assessment criteria. From the whole analysis of data supported to justify the objective no. 4. The data presented in chapter no. 4, the study had developed the new

NGO assessment criteria and proved that the existing indicators defined by CSI were not enough to measure the performances of NGOs in the context of Karnali Zone. So, finally, new NGO assessment criteria were developed with the modified and new additional assessment criteria. There were 74 indicators in CSI which finally came in 137 criteria as NGO assessment criteria of this study.

## **5.4 Recommendation**

On the basis of results obtained from this study, the following recommendations are made:

### **5.4.1 Recommendations to academicians and researchers for future research**

1. This study had applied Civil Society Index (CSI) on the perspective of civil society institutions to Non-Governmental Organizations in local context in Karnali Zone, and there is need for similar studies in larger areas too. This methodology may also be applied to any context such as in mountain/hill or Tarai or east or west of the country.
2. The future researchers may conduct the comparative study of contribution of NGOs of Karnali Zone and other districts located different than Karnali Zone.
3. This research was carried out in the unilateral state mechanism system, but similar research may be carried out by applying proposed NGO assessment criteria in changing federal state promulgated through the new constitution in 2015.
4. The study of this research was carried out based on the local and current context of the Karnali Zone and Nepal by following cross sectional approach. It may also be carried out by covering longer time which may reveal different results.
5. The main aim of this study was to develop the NGO assessment criteria, future researches may be carried out by applying the revised NGO assessment criteria to assess the status and contribution of the NGOs.

#### **5.4.2 Recommendation to the stakeholders: recommendation to Government, Development commissions, Donors, INGOs and NGOs**

1. Policy makers of Governmental, national and international non-governmental organizations can adopt the NGO assessment criteria as the base of evaluation of NGO's performance in national and international level.
2. There is need of NGO Act replacing the existing Social act 2034. This new act can improve the efficiency of burgeoning numbers of NGOs and their role in development in the changing context of federalization and new constitution of Nepal.
3. Capacity of Social Welfare Council (SWC) should be strengthened so that it can cater quality services to the NGOs all over Nepal, particularly to those who are operating their functions in remote areas of the country. SWC should establish regional offices so that local NGOs fulfil the compliance.
4. NGO assessment criteria developed through this study may be used in the specific area or sector such as criteria which are relevant for different types of respondents, types of NGOs and ecological belts. The criteria can be fed into a Likert scale or similar measurement system as per requirements.
5. The development experts can evaluate or measure the performance of NGO by using the NGO assessment criteria developed by this study.
6. It is necessary to develop the common understanding among NGO stakeholders regarding different components of NGO's structure, environment, values and impact for the proper assessment of NGO's performances.

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## Appendices

### Appendix: 1 Consent Form

I am Kushendra Bahadur Mahat, PhD Scholar of Dr. K. N. Modi University, Newai, Rajasthan, India. I am conducting research as part of my study "Role of Non-Governmental Organization in Development of Nepal: The Civil Society Index (CSI) Perspective in Karnali Zone ". The objectives of the research are to identify the status of NGOs of Karnali Zone, to explore the contribution of NGOs in development and change of Karnali Zone, to identify the enabling and impeding factors of NGOs and to develop the NGO assessment criteria based on Civil Society Index (CSI). Therefore, I want to collect require information related to this study. I will ask you some questions, if you agree to participate in the survey. Your honest opinion as answer is very important for this search and anything you provide your opinion is maintain completely confidential. Also, your name will not be written on this form. Further, I want to ensure that the information you provide will never be used for any other purpose than this study. If you do not want to answer of any question and want to stop, you can end interview/questionnaires any time you want. There is no any right or wrong answer. You are free to provide you opinion. With your prior consent, the search techniques will also include to take photographs, tape (voice) recording of interviews and observation during this questionnaire. If you have any queries about this research, you can contact me any time in my cell phone no. 9851075645.

The survey will not take time around 45-60 minutes. I would appreciate your participation in this survey. If you want to participate in this survey, please sign in this form below

(not compulsory) .....Date.....Signature of interviewer

## Appendix: 2

### Role of Non-Governmental Organization in development of Nepal: The Civil Society Index (CSI) Perspective in Karnali Zone

Respondent Group Code.....

Individual Code.....

I am Kushendra Bahadur Mahat, a PhD scholar currently undertaking Doctor of Philosophy (PhD) from Dr. K. N. Modi University, Rajasthan, India. I would greatly request you to participate in this survey. Your answer of this study will help to identify the contribution of NGOs in Karnali Zone. Your information is maintained completely confidential and will not be used for any other purpose and will not be individually identifiable at any stage. You are entirely free to withdraw at any time or to decline to answer particular questions without prejudice. Please, read all the questions thoroughly and answer / circle the best one in the Karnali Zone/Nepalese society.

#### General Information

1. Sex: a) Female                      b) Male                      c) Third gender
2. Caste: a) Brahmin      b) Chhetri      c) Ethnic      d) Dali      e) Other
3. Address:
4. How old are you?
5. Your academic qualification  
☐ Illiterate    ☐ Literate    ☐ Primary    ☐ Lower Secondary  
☐ Secondary    ☐ Intermediate    ☐ Bachelor    ☐ Master
6. Profession  
☐ Agriculture    ☐ Student    ☐ Service    ☐ Other
7. Your involvement/association  
☐ Beneficiaries    ☐ beneficiaries    ☐ Local NGO  
☐ National NGO    ☐ INGO  
☐ Political party    ☐ Other

#### If NGO then

- ☐ Board Member    ☐ Management    ☐ Program and field staff



## (CSI INDICATOR)

Very weak -1    Weak -2                      Satisfaction-3                      Good -4                      Very Good -5

S.N.	DESCRIPTION	INDICATOR	1	2	3	4	5
		<b>(STRUCTURE)</b>					
<b>1. 1.</b>	<b>1. 1. Breadth of citizen participation</b>	<b>How widespread is citizen involvement in civil society? What proportion of citizens engage in civil society activities?</b>					
1.1.1	Non-partisan political action	What percentage of people have ever undertaken any form of non-partisan political action (e.g. written a letter to a newspaper, signed a petition, attended a demonstration)?					
1.1.2	Charitable giving	What percentage of people donate to charity on a regular basis?					
1.1.3	CSO membership <sup>1</sup>	What percentage of people belong to at least one CSO?					
1.1.4	Volunteering	What percentage of people undertake volunteer work on a regular basis (at least once a year)?					
1.1.5	Collective community action	What percentage of people have participated in a collective community action within the last year (e.g. attended a community meeting, participated in a community-organised event or a collective effort to solve a community problem)?					
<b>1. 2.</b>	<b>Depth of citizen participation</b>	<b>How deep/meaningful is citizen participation in CS? How frequently/extensively do people engage in CS activities?</b>					
1.2.1	Charitable giving	How much (i.e. what percentage of personal income) do people who give to charity on a regular basis donate, on average, per year?					
1.2.2	Volunteering	How many hours per month, on average, do volunteers devote to volunteer work?					
1.2.3	CSO membership	What percentage of CSO members belong to more than one CSO?					
<b>1.3.</b>	<b>Diversity of civil society participants</b>	<b>How diverse/representative is the civil society arena? Do all social groups participate equitably in civil society? Are any groups dominant or excluded?</b>					
1.3.1	CSO membership	To what extent do CSOs represent all significant social groups (e.g. women, rural dwellers, poor people, and minorities)?					
1.3.2	CSO leadership	To what extent is there diversity in CSO leadership? To what extent does CSO leadership represent all significant social groups (e.g. women, rural dwellers, poor people, and minorities)?					
1.3.3	Distribution of CSOs	How are CSOs distributed throughout the country?					
<b>1.4</b>	<b>Level of organisation</b>	<b>How well-organised is civil society? What kind of infrastructure exists for civil society?</b>					
1.4.1	Existence of CSO umbrella bodies	What percentage of CSOs belong to a federation or umbrella body of related organizations?					
1.4.2	Effectiveness of CSO umbrella bodies	How effective do CSO stakeholders judge existing federations or umbrella bodies to be in achieving their defined goals?					
1.4.3	Self-regulation	Are there efforts among CSOs to self-regulate? How effective and enforceable are existing self-regulatory mechanisms? What percentage of CSOs abide by a collective code of conduct (or some other form of self-regulation)?					

1.4.4	Support infrastructure	What is the level of support infrastructure for civil society? How many civil society support organisations exist in the country? Are they effective?					
1.4.5	International linkages	What proportion of CSOs have international linkages (e.g. are members of international networks, participate in global events)?					
<b>1.5</b>	<b>Inter-relations</b>	<b>How strong / productive are relations among civil society actors?</b>					
1.5.1	Communication <sup>2</sup>	What is the extent of communication between CS actors?					
1.5.2	Cooperation	How much do CS actors cooperate with each other on issues of common concern? Can examples of cross-sectoral CSO alliances/coalitions (around a specific issue or common concern) be identified?					
<b>1.6</b>	<b>Resources</b>	<b>To what extent do CSOs have adequate resources to achieve their goals?</b>					
1.6.1	Financial resources	How adequate is the level of financial resources for CSOs?					
1.6.1	Human Resources	How adequate is the level of human resources for CSOs?					
1.6.1	Technological and infrastructural resources	How adequate is the level of technological and infrastructural resources for CSOs?					
		<b>(ENVIRONMENT)</b>					
<b>2.1.</b>	<b>Political context</b>	<b>What is the political situation in the country and its impact on civil society?</b>					
2.1.1	Political rights	How strong are the restrictions on citizens' political rights (e.g. to participate freely in political processes, elect political leaders through free and fair elections, freely organise in political parties)?					
2.1.2	Political competition	What are the main characteristics of the party system in terms of number of parties, ideological spectrum, institutionalisation and party competition?					
2.1.3	Rule of law	To what extent is the rule of law entrenched in the country?					
2.1.4	Corruption	What is the level of perceived corruption in the public sector?					
2.1.5	State effectiveness	To what extent is the state able to fulfil its defined functions?					
2.1.6	Decentralisation	To what extent is government expenditure devolved to sub-national authorities?					
<b>2.2</b>	<b>Basic freedoms &amp; rights</b>	<b>To what extent are basic freedoms ensured by law and in practice?</b>					
2.2.1	Civil liberties	To what extent are civil liberties (e.g. freedom of expression, association, assembly) ensured by law and in practice?					
2.2.2	Information rights	To what extent is public access to information guaranteed by law? How accessible are government documents to the public?					
2.2.3	Press freedoms	To what extent are press freedoms ensured by law and in practice?					
<b>2.3</b>	<b>Socio-economic context<sup>4</sup></b>	<b>What is the socio-economic situation in the country and its impact on civil society?</b>					
<b>2.3.1</b>	Socio-economic context	How much do socio-economic conditions in the country represent a barrier to the effective functioning of civil society?					

<b>2.4.</b>	<b>Socio-cultural context</b>	<b>To what extent are socio-cultural norms and attitudes conducive or detrimental to civil society?</b>					
2.4.1	Trust	How much do members of society trust one another?					
2.4.2	Tolerance	How tolerant are members of society?					
2.4.3	Public spiritedness <sup>5</sup>	How strong is the sense of public spiritedness among members of society ?					
<b>2.5.</b>	<b>Legal environment</b>	<b>To what extent is the existing legal environment enabling or disabling to civil society?</b>					
2.5.1	CSO registration <sup>6</sup>	How supportive is the CSO registration process? Is the process (1) simple, (2) quick, (3) inexpensive, (4) Following legal provisions (5) consistently applied?					
2.5.2	Allowable advocacy activities	To what extent are CSOs free to engage in advocacy / criticize government?					
2.5.3	Tax laws favourable to CSOs	How favourable is the tax system to CSOs? How narrow/broad is the range of CSOs that are eligible for tax exemptions, if any? How significant are these exemptions?					
2.5.4	Tax benefits for philanthropy	How broadly available are tax deductions or credits, or other tax benefits, to encourage individual and corporate giving?					
<b>2.6</b>	<b>State-civil society relations</b>	<b>What is the nature and quality of relations between civil society and the state?</b>					
2.6.1	Autonomy	To what extent can civil society exist and function independently of the state? To what extent are CSOs free to operate without excessive government interference? Is government oversight					
2.6.2	Dialogue	To what extent does the state dialogue with civil society? How inclusive and institutionalized are the terms and rules of engagement, if they exist?					
2.6.3	Cooperation Support	How narrow/broad is the range of CSOs that receive state resources (in the form of grants, contracts, etc.)?					
<b>2.7</b>	<b>Private sector civil society relations</b>	<b>What is the nature and quality of relations between civil society and the private sector?</b>					
2.7.1	Private sector attitude	What is the general attitude of the private sector towards civil society actors?					
2.7.2	Corporate social responsibility	How developed are notions and actions of corporate social responsibility?					
2.7.3	Corporate Philanthropy ?	How narrow/broad is the range of CSOs that receive support from the private sector?					
		(VALUES)					
<b>3.1.</b>	<b>3.1. Democracy</b>	<b>To what extent do civil society actors practice and promote democracy?</b>					
3.1.1.	Democratic practices within CSOs	To what extent do CSOs practice internal democracy? How much control do members have over decision-making? Are leaders selected through democratic elections?					
3.1.2	CS actions to promote democracy	How much does CS actively promote democracy at a societal level?					
<b>3.2.</b>	<b>Transparency</b>	<b>To what extent do civil society actors practice and promote transparency?</b>					
3.2.1	Corruption within civil society	How widespread is corruption within CS?					
3.2.2	Financial	How many CSOs are financially transparent? What					

	transparency of CSOs	percentage of CSOs make their financial accounts publicly available?					
3.2.3	CS actions to promote transparency	How much does CS actively promote government and corporate transparency?					
<b>3.3.</b>	<b>Tolerance</b>	<b>To what extent do civil society actors and organisations practice and promote tolerance?</b>					
3.3.1	Tolerance within the CS arena	To what extent is CS a tolerant arena?					
3.3.2	CS actions to promote tolerance	How much does CS actively promote tolerance at a societal level?					
<b>3.4.</b>	<b>Non-violence</b>	<b>To what extent do civil society actors practice and promote non-violence?</b>					
3.4.1	Non-violence within the CS arena	How widespread is the use of violent means (such as damage to property or personal violence) among CS actors to express their interests in the public sphere?					
3.4.2	CS actions to promote non-violence and peace	How much does CS actively promote a non-violent society? For example, how much does civil society support the non-violent resolution of social conflicts and peace? Address issues of violence against women, child abuse, violence among youths etc.?					
<b>3.5</b>	<b>Gender equity</b>	<b>To what extent do civil society actors practice and promote gender equity?</b>					
3.5.1	Gender equity within the CS arena	To what extent is civil society a gender equitable arena?					
3.5.2	Gender equitable practices within CSOs	How much do CSOs practice gender equity? What percentage of CSOs with paid employees have policies in place to ensure gender equity?					
3.5.3	CS actions to promote gender equity	How much does CS actively promote gender equity at the societal level?					
<b>3.6.</b>	<b>Poverty Eradication</b>	<b>To what extent do civil society actors promote poverty eradication?</b>					
3.6.1	CS actions to eradicate poverty	To what extent does CS actively seek to eradicate poverty?					
<b>3.7.</b>	<b>Environmental Sustainability</b>	<b>To what extent do civil society actors practice and promote environmental sustainability?</b>					
3.7.1	CS actions to sustain the environment	How much does CS actively seek to sustain the environment?					
		<b>(IMPACT)</b>					
<b>4.1</b>	<b>Influencing public policy</b>	<b>How active and successful is civil society in influencing public policy?</b>					
4.1.1.	Human Rights & Social Policy Impact Case Studies	How active and successful is civil society in influencing public policy?					
4.1.2							
4.1.3	Civil Society's Impact on National Budgeting Case Study	How active and successful is civil society in influencing the national budgeting process?					
<b>4.2</b>	<b>Holding state &amp; private corporations accountable</b>	<b>How active and successful is civil society in holding the state and private corporations accountable?</b>					
4.2.1	Holding state accountable	How active and successful is civil society in monitoring state performance and holding the state accountable?					



**Appendix: 3**  
**Role of Non Governmental Organization in Development of Nepal:**  
**The Civil Society Index (CSI) Perspective in Karnali Zone**

**Interview Question**

NGO Code..... District Code: Individual Code.....

<b>S.N.</b>	<b>Role of NGO in development</b>	<b>Alternate</b>
1	Are any NGOs working in your village?	(1) Yes (2) No
1.1	If yes, which activities are implemented by NGOs 1 2	
2	Are NGOs working for HIV/AIDS and Drug Abuse Control program in your village?	(1) Yes (2) No
2.1	If yes, what they have done? 1 2 3	
3	Is NGO working for Child Welfare program in your village?	(1) Yes (2) No
3.1	If working, what they have done? 1 2 3	
4	Is NGO working for community and rural development programs? I.e. Tourism, awareness raising, capacity building, drinking water, irrigation, mule track, road, bridge, agriculture, forest development and other program?	(1) Yes (2) No
4.1	If working, what they have done? 1 2 3 4 5	

- 5 Is NGO working for education development program in your village? (1)Yes (2) No
- 5.1 If working, what they have done?
- 1
- 2
- 3
- 6 Is NGO working for environment development program in your village? • Yes (2)  
No
- 6.1 If working, what they have done?
- 1
- 2
- 3
- 7 Is NGO working for handicapped and disabled in your village? (1) Yes (2)  
No
- 7.1 If working, what they have done?
- 1
- 2
- 3
- 8 Is NGO working for health services program in your village? (1) Yes (2)  
No
- 8.1 If working, what they have done?
- 1
- 2
- 3
- 9 Is NGO working for moral development program in your village? (1) Yes (2)  
No
- 9.1 If working, what they have done?
- 1
- 2
- 3
- 10 Is NGO working for women services program in your village? (1) Yes (2)  
No
- 10.1 If working, what they have done?
- 1
- 2
- 3
- 11 Is NGO working for youth services program program in your village? (1) Yes (2)  
No

- 11.1 If working, what they have done?  
1  
2  
3
- 12 Is NGO working for information/communication and human rights promotion and protection program in your village? (1)Yes (2) No
- 12.1 If working, what they have done?  
1  
2
- 13 Is NGO working for income generation program in your village? (1)Yes (2) No
- 13.1 If working, what they have done?  
1  
2  
3
- 14 How do you evaluate the NGOs work in your village?  
(1) Very weak (2) Weak (3) Ok (4) Good (5) Very good
- 15 How do you see the role of the NGOs in change in previous and current state?  
1  
2  
3

### **Factors of NGO Development and its obstacles**

- 1 What could be the supporting factors of development and expansion of NGOs in Karnali?  
1  
2  
3  
4
- 2 What are blocking factors of the development and expansion of NGOs in Karnali?  
1  
2  
3  
4  
5



**Appendix: 4**  
**Role of Non Governmental Organization in Development of Nepal:**  
**The Civil Society Index (CSI) Perspective in Karnali Zone**  
**Focused Group Discussion**

Group Code No:  
No.:

V.D.C.:

District Code

- 01 = District Stakeholders Group  
 02 = Benefit Group

S.N.	Name	Age	Sex	Education	Cast/Ethnics	Profession
1						
2						
3						
4						
5						
6						
7						
8						
9						

1. How is the role of the NGOS in holistic development?
2. In which environment NGO can work effectively?
3. How is the structural condition of the NGOS in the district?
4. What are the enabling and impending factors for the NGOs development and effective implementation?
5. What is the effect of the NGOs in the development?

1. Very weak (10) Very Good

2. District Code:

[illegible]

## **Appendix: 6**

### **Role of Non Governmental Organization in Development of Nepal:**

#### **The Civil Society Index Perspective (CSI) in Karnali Zone**

## Field Observation Form

(1) Very weak

(10) Very Good

1. Benefits Group No:

2. District Code:

[illegible]

## Appendix: 7

### Multiple Comparisons of sub-elements

#### District wise Multiple Comparisons (Bonferroni) – sub elements

Dependent Variable			Sig.	95% Confidence Interval of difference	
				Lower Bound	Upper Bound
STRUCTURE					
Breadth of citizen participation	Dolpa	Humla	.521	-2.2451	.4107
		Mugu	.058	-2.3627	.0194
		Kalikot	.000	-3.3631	-1.0413
		Mugu	1.000	-1.8015	.7776
	Humla	Jumla	1.000	-1.3626	.8537
		Kalikot	.008	-2.3606	-.2094
		Mugu	1.000	-.8081	1.6187
	Jumla	Kalikot	.013	-1.9318	-.1293
		Mugu	.805	-.4022	1.7216
	Kalikot	Mugu	.000	.6624	2.7182
Depth of citizen participation	Dolpa	Humla	.001	-2.1890	-.3956
		Jumla	.000	-2.1868	-.5783
		Kalikot	.000	-2.6261	-1.0583
		Mugu	.001	-2.1122	-.3707
	Humla	Jumla	1.000	-.8385	.6581
		Kalikot	.333	-1.2762	.1764
		Mugu	1.000	-.7685	.8702
	Jumla	Kalikot	.337	-1.0683	.1489
		Mugu	1.000	-.5760	.8581
	Kalikot	Mugu	.150	-.0933	1.2948
Diversity of civil society participations	Dolpa	Humla	1.000	-1.4697	.4490
		Jumla	.279	-1.5334	.1876
		Kalikot	.000	-2.6244	-.9472
		Mugu	1.000	-1.1708	.6924
	Humla	Jumla	1.000	-.9631	.6380
		Kalikot	.000	-2.0525	-.4984
		Mugu	1.000	-.6054	1.1477
	Jumla	Kalikot	.000	-1.7640	-.4618
		Mugu	1.000	-.3334	1.2008
	Kalikot	Mugu	.000	.8040	2.2892
Level of organization	Dolpa	Humla	.000	-4.2779	-1.5388
		Jumla	.003	-2.8341	-.3772
		Kalikot	.000	-3.6873	-1.2928
		Mugu	.007	-2.9454	-.2854
	Humla	Jumla	.014	.1598	2.4456
		Kalikot	1.000	-.6911	1.5276

		Mugu	.037	.0415	2.5444
	Jumla	Kalikot	.075	-1.8139	.0451
		Mugu	1.000	-1.1050	1.0854
	Kalikot	Mugu	.204	-.1854	1.9348
Inter-relations	Dolpa	Humla	.227	-1.2354	.1289
		Jumla	1.000	-.8709	.3528
		Kalikot	.009	-1.3058	-.1132
		Mugu	1.000	-.9033	.4216
	Humla	Jumla	1.000	-.2751	.8635
		Kalikot	1.000	-.7088	.3963
		Mugu	1.000	-.3109	.9357
	Jumla	Kalikot	.063	-.9135	.0125
		Mugu	1.000	-.5273	.5637
	Kalikot	Mugu	.127	-.0593	.9967
Resources	Dolpa	Humla	.026	-2.0354	-.0733
		Jumla	.006	-1.9640	-.2041
		Kalikot	.000	-2.8106	-1.0953
		Mugu	.034	-1.9479	-.0424
	Humla	Jumla	1.000	-.8484	.7890
		Kalikot	.015	-1.6933	-.1040
		Mugu	1.000	-.8373	.9556
	Jumla	Kalikot	.003	-1.5348	-.2031
		Mugu	1.000	-.6956	.8734
	Kalikot	Mugu	.004	.1984	1.7172
<b>ENVIRONMENT</b>					
Political context	Dolpa	Humla	1.000	-2.2794	.7509
		Jumla	.111	-2.5873	.1307
		Kalikot	.000	-4.0084	-1.3594
		Mugu	.027	-3.0423	-.0996
	Humla	Jumla	1.000	-1.7285	.8003
		Kalikot	.000	-3.1469	-.6924
		Mugu	1.000	-2.1912	.5778
	Jumla	Kalikot	.001	-2.4839	-.4273
		Mugu	1.000	-1.5542	.8690
	Kalikot	Mugu	.077	-.0598	2.2858
Basic freedoms & rights	Dolpa	Humla	.000	-2.9402	-1.0206
		Jumla	.001	-2.0661	-.3444
		Kalikot	.000	-2.5052	-.8271
		Mugu	.000	-2.3357	-.4715
	Humla	Jumla	.066	-.0258	1.5761
		Kalikot	1.000	-.4632	1.0917
		Mugu	.643	-.3002	1.4538
	Jumla	Kalikot	.466	-1.1123	.1905
		Mugu	1.000	-.9659	.5692

	Kalikot	Mugu	1.000	-.4804	1.0055
Socio-economic context	Dolpa	Humla	.000	-1.0936	-.2952
		Jumla	1.000	-.4313	.2848
		Kalikot	1.000	-.4645	.2335
		Mugu	1.000	-.4876	.2878
	Humla	Jumla	.000	.2880	.9543
		Kalikot	.000	.2555	.9023
		Mugu	.000	.2297	.9592
	Jumla	Kalikot	1.000	-.3131	.2287
		Mugu	1.000	-.3459	.2926
	Kalikot	Mugu	1.000	-.2935	.3246
Socio-cultural context	Dolpa	Humla	.000	-2.5229	-.6471
		Jumla	.000	-2.3333	-.6509
		Kalikot	.000	-2.1046	-.4649
		Mugu	.004	-2.0565	-.2349
	Humla	Jumla	1.000	-.6898	.8755
		Kalikot	1.000	-.4594	1.0599
		Mugu	1.000	-.4177	1.2963
	Jumla	Kalikot	1.000	-.4291	.8439
		Mugu	1.000	-.4036	1.0964
	Kalikot	Mugu	1.000	-.5869	.8650
Legal environment	Dolpa	Humla	.705	-1.9283	.4191
		Jumla	.071	-2.0623	.0432
		Kalikot	.003	-2.3432	-.2911
		Mugu	.071	-2.2333	.0463
	Humla	Jumla	1.000	-1.2344	.7245
		Kalikot	.960	-1.5132	.3882
		Mugu	1.000	-1.4113	.7336
	Jumla	Kalikot	1.000	-1.1042	.4890
		Mugu	1.000	-1.0225	.8546
	Kalikot	Mugu	1.000	-.6849	1.1322
State-civil society relations	Dolpa	Humla	.000	-2.2844	-.4473
		Jumla	.024	-1.7143	-.0665
		Kalikot	.000	-2.1593	-.5533
		Mugu	.109	-1.7005	.0835
	Humla	Jumla	.810	-.2911	1.2420
		Kalikot	1.000	-.7345	.7536
		Mugu	.618	-.2820	1.3967
	Jumla	Kalikot	.356	-1.0893	.1575
		Mugu	1.000	-.6526	.8164
	Kalikot	Mugu	.303	-.1632	1.2588
Private sector civil society relations	Dolpa	Humla	1.000	-1.1883	.5401
		Jumla	1.000	-.9935	.5568
		Kalikot	.007	-1.6729	-.1620

		Mugu	1.000	-1.1771	.5014
	Humla	Jumla	1.000	-.6154	.8269
		Kalikot	.172	-1.2933	.1066
		Mugu	1.000	-.8034	.7759
	Jumla	Kalikot	.008	-1.2856	-.1126
		Mugu	1.000	-.8106	.5716
	Kalikot	Mugu	.149	-.0893	1.2485
<b>VALUE</b>					
Democracy	Dolpa	Humla	.709	-1.1294	.2461
		Jumla	.002	-1.4461	-.2123
		Kalikot	.001	-1.4184	-.2159
		Mugu	.389	-1.1585	.1772
	Humla	Jumla	.575	-.9615	.1864
		Kalikot	.580	-.9326	.1815
		Mugu	1.000	-.6775	.5794
	Jumla	Kalikot	1.000	-.4547	.4788
		Mugu	.833	-.2114	.8885
	Kalikot	Mugu	.845	-.2059	.8588
Transparency	Dolpa	Humla	1.000	-.7341	.6388
		Jumla	.167	-1.1400	.0914
		Kalikot	.000	-1.5578	-.3576
		Mugu	1.000	-.9229	.4104
	Humla	Jumla	.194	-1.0495	.0963
		Kalikot	.000	-1.4661	-.3540
		Mugu	1.000	-.8359	.4187
	Jumla	Kalikot	.090	-.8993	.0325
		Mugu	1.000	-.2810	.8169
	Kalikot	Mugu	.002	.1700	1.2328
Tolerance	Dolpa	Humla	.000	-1.6782	-.3299
		Jumla	.002	-1.4037	-.1944
		Kalikot	.000	-1.6755	-.4969
		Mugu	.115	-1.2433	.0660
	Humla	Jumla	1.000	-.3576	.7675
		Kalikot	1.000	-.6282	.4639
		Mugu	.579	-.2006	1.0314
	Jumla	Kalikot	.775	-.7446	.1704
		Mugu	1.000	-.3286	.7495
	Kalikot	Mugu	.074	-.0243	1.0194
Non-violence	Dolpa	Humla	1.000	-.5269	.7768
		Jumla	.660	-.9668	.2026
		Kalikot	.064	-1.1237	.0160
		Mugu	1.000	-.6285	.6375
	Humla	Jumla	.089	-1.0510	.0370
		Kalikot	.003	-1.2067	-.1507

		Mugu	1.000	-.7160	.4752
	Jumla	Kalikot	1.000	-.6141	.2707
		Mugu	.370	-.1346	.9079
	Kalikot	Mugu	.019	.0538	1.0629
Gender equity	Dolpa	Humla	.205	-1.6511	.1588
		Jumla	.202	-1.4823	.1411
		Kalikot	.011	-1.7091	-.1269
		Mugu	1.000	-1.2492	.5084
	Humla	Jumla	1.000	-.6797	.8307
		Kalikot	1.000	-.9049	.5612
		Mugu	1.000	-.4512	1.2026
	Jumla	Kalikot	1.000	-.8616	.3668
		Mugu	1.000	-.4235	1.0239
	Kalikot	Mugu	.280	-.1529	1.2481
Poverty eradications	Dolpa	Humla	.003	-.9381	-.1188
		Jumla	.009	-.8035	-.0687
		Kalikot	.000	-.9615	-.2454
		Mugu	.151	-.7418	.0538
	Humla	Jumla	1.000	-.2495	.4342
		Kalikot	1.000	-.4068	.2568
		Mugu	1.000	-.1898	.5588
	Jumla	Kalikot	.903	-.4454	.1106
		Mugu	1.000	-.2355	.4197
	Kalikot	Mugu	.215	-.0576	.5766
Environmental sustainability	Dolpa	Humla	.028	-.8615	-.0277
		Jumla	.774	-.6087	.1392
		Kalikot	.000	-.9036	-.1747
		Mugu	1.000	-.4213	.3884
	Humla	Jumla	.897	-.1381	.5577
		Kalikot	1.000	-.4323	.2431
		Mugu	.016	.0472	.8091
	Jumla	Kalikot	.025	-.5874	-.0215
		Mugu	.655	-.1151	.5517
	Kalikot	Mugu	.000	.2000	.8454
<b>IMPACT</b>					
Influencing public policy	Dolpa	Humla	.003	-1.9675	-.2394
		Jumla	.000	-1.9492	-.3991
		Kalikot	.000	-2.2914	-.7807
		Mugu	.003	-1.9332	-.2550
	Humla	Jumla	1.000	-.7917	.6504
		Kalikot	.821	-1.1325	.2673
		Mugu	1.000	-.7802	.7989
	Jumla	Kalikot	.825	-.9483	.2245
		Mugu	1.000	-.6110	.7710



	Kalikot	Mugu	.631	-.2269	1.1108
Holding state & private corporations accountable	Dolpa	Humla	.033	-1.4143	-.0321
		Jumla	.013	-1.3289	-.0891
		Kalikot	.000	-1.8200	-.6116
		Mugu	.205	-1.2247	.1177
	Humla	Jumla	1.000	-.5626	.5910
		Kalikot	.134	-1.0524	.0673
		Mugu	1.000	-.4618	.8012
	Jumla	Kalikot	.024	-.9758	-.0377
		Mugu	1.000	-.3972	.7082
	Kalikot	Mugu	.005	.1273	1.1973
Responding to social interests	Dolpa	Humla	.075	-1.2572	.0303
		Jumla	.029	-1.1906	-.0357
		Kalikot	.000	-1.3878	-.2622
		Mugu	1.000	-.7744	.4759
	Humla	Jumla	1.000	-.5369	.5376
		Kalikot	1.000	-.7330	.3099
		Mugu	.266	-.1241	1.0525
	Jumla	Kalikot	1.000	-.6488	.2251
		Mugu	.114	-.0510	.9787
	Kalikot	Mugu	.001	.1774	1.1740
Empowering citizens	Dolpa	Humla	.044	-3.5042	-.0242
		Jumla	.002	-3.6315	-.5101
		Kalikot	.000	-4.4809	-1.4387
		Mugu	.718	-2.7713	.6082
	Humla	Jumla	1.000	-1.7586	1.1455
		Kalikot	.172	-2.6049	.2139
		Mugu	1.000	-.9073	2.2726
	Jumla	Kalikot	.343	-2.0699	.2919
		Mugu	.456	-.4022	2.3806
	Kalikot	Mugu	.001	.5313	3.2251
Meeting societal needs	Dolpa	Humla	.230	-1.7194	.1813
		Jumla	.004	-1.9367	-.2318
		Kalikot	.000	-2.7958	-1.1342
		Mugu	.766	-1.5038	.3420
	Humla	Jumla	1.000	-1.1083	.4779
		Kalikot	.000	-1.9658	-.4262
		Mugu	1.000	-.6803	1.0565
	Jumla	Kalikot	.001	-1.5257	-.2357
		Mugu	.625	-.2566	1.2633
	Kalikot	Mugu	.000	.6484	2.1197

\*. The mean difference is significant at the 0.05 level.

**Multiple Comparisons**  
**Respondent wise Multiple Comparisons (Bonferroni) – sub elements**

Dependent Variable			Sig.	95% Confidence Interval of difference	
				Lower Bound	Upper Bound
STRUCTURE					
Breadth of citizen participation	Beneficiaries	NGO Board	1.000	-1.0959	1.2431
		NGO Staff	1.000	-1.2209	1.1181
		Government	1.000	-.7998	2.5798
		Civil Society	.003	.5202	3.8998
	NGO Board	NGO Staff	1.000	-1.6740	1.4240
		Government	1.000	-1.1552	2.7880
		Civil Society	.024	.1648	4.1080
	NGO Staff	Government	1.000	-1.0302	2.9130
		Civil Society	.013	.2898	4.2330
	Government	Civil Society	1.000	-.9984	3.6384
Depth of citizen participation	Beneficiaries	NGO Board	1.000	-1.2429	.3422
		NGO Staff	1.000	-.6715	.9136
		Government	1.000	-.5077	1.7827
		Civil Society	.018	.1323	2.4227
	NGO Board	NGO Staff	1.000	-.4783	1.6212
		Government	.221	-.2483	2.4240
		Civil Society	.003	.3917	3.0640
	NGO Staff	Government	1.000	-.8197	1.8526
		Civil Society	.150	-.1797	2.4926
	Government	Civil Society	1.000	-.9311	2.2111
Diversity of civil society participations	Beneficiaries	NGO Board	1.000	-.7980	.9294
		NGO Staff	1.000	-.5658	1.1616
		Government	1.000	-.5330	1.9630
		Civil Society	.155	-.1730	2.3230
	NGO Board	NGO Staff	1.000	-.9119	1.3761
		Government	1.000	-.8068	2.1054
		Civil Society	.513	-.4468	2.4654
	NGO Staff	Government	1.000	-1.0389	1.8732
		Civil Society	1.000	-.6789	2.2332
	Government	Civil Society	1.000	-1.3522	2.0722
Level of organization	Beneficiaries	NGO Board	.017	-2.5809	-.1484
		NGO Staff	1.000	-1.2416	1.1909
		Government	1.000	-1.9549	1.5599
		Civil Society	1.000	-.9149	2.5999
	NGO Board	NGO Staff	.195	-.2717	2.9503
		Government	1.000	-.8833	3.2176
		Civil Society	.025	.1567	4.2576

	NGO Staff	Government	1.000	-2.2226	1.8783
		Civil Society	1.000	-1.1826	2.9183
	Government	Civil Society	1.000	-1.3711	3.4511
Inter-relations	Beneficiaries	NGO Board	1.000	-.6403	.5524
		NGO Staff	1.000	-.4260	.7667
		Government	1.000	-.9491	.7741
		Civil Society	1.000	-.6691	1.0541
	NGO Board	NGO Staff	1.000	-.5756	1.0041
		Government	1.000	-1.0489	.9618
		Civil Society	1.000	-.7689	1.2418
	NGO Staff	Government	1.000	-1.2632	.7475
		Civil Society	1.000	-.9832	1.0275
	Government	Civil Society	1.000	-.9022	1.4622
Resources	Beneficiaries	NGO Board	1.000	-1.2446	.4989
		NGO Staff	1.000	-1.0303	.7132
		Government	.349	-.3146	2.2046
		Civil Society	.434	-.3546	2.1646
	NGO Board	NGO Staff	1.000	-.9404	1.3690
		Government	.118	-.1518	2.7875
		Civil Society	.146	-.1918	2.7475
	NGO Staff	Government	.348	-.3661	2.5732
		Civil Society	.419	-.4061	2.5332
	Government	Civil Society	1.000	-1.7681	1.6881
<b>ENVIRONMENT</b>					
Political context	Beneficiaries	NGO Board	1.000	-1.7866	.9059
		NGO Staff	1.000	-.7866	1.9059
		Government	1.000	-1.7127	2.1777
		Civil Society	.184	-.3127	3.5777
	NGO Board	NGO Staff	1.000	-.7831	2.7831
		Government	1.000	-1.5967	2.9424
		Civil Society	.103	-.1967	4.3424
	NGO Staff	Government	1.000	-2.5967	1.9424
		Civil Society	1.000	-1.1967	3.3424
	Government	Civil Society	1.000	-1.2687	4.0687
Basic freedoms & rights	Beneficiaries	NGO Board	1.000	-.8083	.8947
		NGO Staff	1.000	-.7726	.9304
		Government	.148	-2.2978	.1628
		Civil Society	1.000	-.6178	1.8428
	NGO Board	NGO Staff	1.000	-1.0921	1.1635
		Government	.296	-2.5462	.3248
		Civil Society	1.000	-.8662	2.0048
	NGO Staff	Government	.248	-2.5819	.2890
		Civil Society	1.000	-.9019	1.9690
	Government	Civil Society	.052	-.0080	3.3680

Socio-economic context	Beneficiaries	NGO Board	1.000	-.3837	.3245
		NGO Staff	1.000	-.2766	.4316
		Government	1.000	-.3941	.6291
		Civil Society	.494	-.1541	.8691
	NGO Board	NGO Staff	1.000	-.3619	.5762
		Government	1.000	-.4498	.7441
		Civil Society	.681	-.2098	.9841
	NGO Staff	Government	1.000	-.5570	.6370
		Civil Society	1.000	-.3170	.8770
	Government	Civil Society	1.000	-.4620	.9420
Socio-cultural context	Beneficiaries	NGO Board	1.000	-.8285	.8328
		NGO Staff	1.000	-.8642	.7970
		Government	1.000	-1.1751	1.2251
		Civil Society	1.000	-1.2151	1.1851
	NGO Board	NGO Staff	1.000	-1.1359	1.0645
		Government	1.000	-1.3774	1.4231
		Civil Society	1.000	-1.4174	1.3831
	NGO Staff	Government	1.000	-1.3417	1.4589
		Civil Society	1.000	-1.3817	1.4189
	Government	Civil Society	1.000	-1.6866	1.6066
Legal environment	Beneficiaries	NGO Board	1.000	-1.4974	.5388
		NGO Staff	1.000	-1.5867	.4496
		Government	1.000	-2.2611	.6811
		Civil Society	1.000	-.8211	2.1211
	NGO Board	NGO Staff	1.000	-1.4378	1.2593
		Government	1.000	-2.0271	1.4057
		Civil Society	.642	-.5871	2.8457
	NGO Staff	Government	1.000	-1.9378	1.4950
		Civil Society	.459	-.4978	2.9350
	Government	Civil Society	.448	-.5783	3.4583
State civil society relations	Beneficiaries	NGO Board	1.000	-.7286	.8901
		NGO Staff	1.000	-.5501	1.0686
		Government	1.000	-1.2044	1.1344
		Civil Society	1.000	-.5644	1.7744
	NGO Board	NGO Staff	1.000	-.8934	1.2506
		Government	1.000	-1.4802	1.2487
		Civil Society	1.000	-.8402	1.8887
	NGO Staff	Government	1.000	-1.6587	1.0702
		Civil Society	1.000	-1.0187	1.7102
	Government	Civil Society	1.000	-.9644	2.2444
Private sector civil society relations	Beneficiaries	NGO Board	1.000	-.4065	1.1043
		NGO Staff	1.000	-.7993	.7115
		Government	1.000	-.6190	1.5640
		Civil Society	1.000	-.9790	1.2040

	NGO Board	NGO Staff	1.000	-1.3934	.6077
		Government	1.000	-1.1499	1.3971
		Civil Society	1.000	-1.5099	1.0371
	NGO Staff	Government	1.000	-.7571	1.7899
		Civil Society	1.000	-1.1171	1.4299
	Government	Civil Society	1.000	-1.8575	1.1375
<b>VALUE</b>					
Democracy	Beneficiaries	NGO Board	1.000	-.6802	.5252
		NGO Staff	1.000	-.3766	.8287
		Government	1.000	-.8033	.9383
		Civil Society	1.000	-1.0833	.6583
	NGO Board	NGO Staff	1.000	-.4947	1.1018
		Government	1.000	-.8710	1.1610
		Civil Society	1.000	-1.1510	.8810
	NGO Staff	Government	1.000	-1.1746	.8574
		Civil Society	1.000	-1.4546	.5774
	Government	Civil Society	1.000	-1.4747	.9147
Transparency	Beneficiaries	NGO Board	1.000	-.5388	.6738
		NGO Staff	1.000	-.9138	.2988
		Government	1.000	-.5786	1.1736
		Civil Society	.475	-.2586	1.4936
	NGO Board	NGO Staff	1.000	-1.1781	.4281
		Government	1.000	-.7922	1.2522
		Civil Society	1.000	-.4722	1.5722
	NGO Staff	Government	.959	-.4172	1.6272
		Civil Society	.110	-.0972	1.9472
	Government	Civil Society	1.000	-.8820	1.5220
Tolerance	Beneficiaries	NGO Board	1.000	-.4450	.7465
		NGO Staff	1.000	-.6772	.5143
		Government	1.000	-.6908	1.0308
		Civil Society	1.000	-.4108	1.3108
	NGO Board	NGO Staff	1.000	-1.0212	.5569
		Government	1.000	-.9851	1.0236
		Civil Society	1.000	-.7051	1.3036
	NGO Staff	Government	1.000	-.7529	1.2558
		Civil Society	1.000	-.4729	1.5358
	Government	Civil Society	1.000	-.9010	1.4610
Non-violence	Beneficiaries	NGO Board	1.000	-.6748	.4655
		NGO Staff	1.000	-.8712	.2691
		Government	1.000	-.6113	1.0363
		Civil Society	1.000	-.4513	1.1963
	NGO Board	NGO Staff	1.000	-.9516	.5587
		Government	1.000	-.6440	1.2783
		Civil Society	1.000	-.4840	1.4383

	NGO Staff	Government	1.000	-.4476	1.4747
		Civil Society	.488	-.2876	1.6347
	Government	Civil Society	1.000	-.9702	1.2902
Gender equity	Beneficiaries	NGO Board	1.000	-.7309	.8409
		NGO Staff	1.000	-.7844	.7873
		Government	.303	-.2605	2.0105
		Civil Society	1.000	-.7405	1.5305
	NGO Board	NGO Staff	1.000	-1.0945	.9873
		Government	.816	-.5048	2.1448
		Civil Society	1.000	-.9848	1.6648
	NGO Staff	Government	.637	-.4513	2.1984
		Civil Society	1.000	-.9313	1.7184
	Government	Civil Society	1.000	-2.0379	1.0779
Poverty eradication	Beneficiaries	NGO Board	1.000	-.5123	.2080
		NGO Staff	1.000	-.4409	.2794
		Government	1.000	-.6404	.4004
		Civil Society	1.000	-.3604	.6804
	NGO Board	NGO Staff	1.000	-.4056	.5485
		Government	1.000	-.5750	.6393
		Civil Society	1.000	-.2950	.9193
	NGO Staff	Government	1.000	-.6464	.5679
		Civil Society	1.000	-.3664	.8479
	Government	Civil Society	1.000	-.4339	.9939
Environmental sustainability	Beneficiaries	NGO Board	1.000	-.1769	.5598
		NGO Staff	1.000	-.3377	.3991
		Government	1.000	-.4473	.6173
		Civil Society	.858	-.2073	.8573
	NGO Board	NGO Staff	1.000	-.6486	.3272
		Government	1.000	-.7274	.5146
		Civil Society	1.000	-.4874	.7546
	NGO Staff	Government	1.000	-.5667	.6753
		Civil Society	1.000	-.3267	.9153
	Government	Civil Society	1.000	-.4902	.9702
<b>IMPACT</b>					
Influencing public policy	Beneficiaries	NGO Board	1.000	-.4027	1.1248
		NGO Staff	1.000	-.7241	.8034
		Government	.912	-.4411	1.7661
		Civil Society	1.000	-.6811	1.5261
	NGO Board	NGO Staff	1.000	-1.3331	.6902
		Government	1.000	-.9862	1.5890
		Civil Society	1.000	-1.2262	1.3490
	NGO Staff	Government	1.000	-.6647	1.9105
		Civil Society	1.000	-.9047	1.6705
	Government	Civil Society	1.000	-1.7541	1.2741

Holding state & private corporations accountable	Beneficiaries	NGO Board	1.000	-.8886	.3386
		NGO Staff	1.000	-.6744	.5529
		Government	1.000	-.6766	1.0966
		Civil Society	1.000	-.6766	1.0966
	NGO Board	NGO Staff	1.000	-.5985	1.0271
		Government	1.000	-.5495	1.5195
		Civil Society	1.000	-.5495	1.5195
	NGO Staff	Government	1.000	-.7638	1.3052
		Civil Society	1.000	-.7638	1.3052
	Government	Civil Society	1.000	-1.2165	1.2165
Responding to social interests	Beneficiaries	NGO Board	1.000	-.5656	.5699
		NGO Staff	1.000	-.5121	.6235
		Government	1.000	-.6354	1.0054
		Civil Society	1.000	-.9154	.7254
	NGO Board	NGO Staff	1.000	-.6985	.8056
		Government	1.000	-.7743	1.1400
		Civil Society	1.000	-1.0543	.8600
	NGO Staff	Government	1.000	-.8279	1.0865
		Civil Society	1.000	-1.1079	.8065
	Government	Civil Society	1.000	-1.4055	.8455
Empowering citizens	Beneficiaries	NGO Board	1.000	-2.4051	.6779
		NGO Staff	.879	-2.4765	.6065
		Government	1.000	-2.2423	2.2123
		Civil Society	1.000	-1.8023	2.6523
	NGO Board	NGO Staff	1.000	-2.1132	1.9703
		Government	1.000	-1.7501	3.4473
		Civil Society	1.000	-1.3101	3.8873
	NGO Staff	Government	1.000	-1.6787	3.5187
		Civil Society	1.000	-1.2387	3.9587
	Government	Civil Society	1.000	-2.6158	3.4958
Meeting societal needs	Beneficiaries	NGO Board	1.000	-1.3065	.4080
		NGO Staff	.595	-1.4315	.2830
		Government	1.000	-.9786	1.4986
		Civil Society	1.000	-1.0186	1.4586
	NGO Board	NGO Staff	1.000	-1.2605	1.0105
		Government	1.000	-.7359	2.1545
		Civil Society	1.000	-.7759	2.1145
	NGO Staff	Government	1.000	-.6109	2.2795
		Civil Society	1.000	-.6509	2.2395
	Government	Civil Society	1.000	-1.7394	1.6594

\*. The mean difference is significant at the 0.05 level.

## Appendix: 8

### NGOs Assessment Criteria

S. N	Assessment Criteria	CSI Explanation	NGO explanation	Existing	No change	Added	Modified	Removed	Final	Remarks
1		Structure	21 but now it is 49	74	14	70	53	4	137	
1.1	Breadth of citizen participation	What is the situation of citizen's participation in non-government organizations?	Situation of citizen's participation in non-government organizations							
1.1.1	Non-partisan political action	Citizen's participation in unbiased political activities such as information letter to the media, submitting protest letter, participating protest gathering and meeting?	Citizen's participation in unbiased political activities such as information letter to the media, submitting protest letter, participating protest gathering and meeting	1			1	3	1	Modified to applicable for NGO based on respondents
1.1.2	Charitable giving	Regularity of citizens giving donations to NGOs as charity organization?	NGO and CBOs are receiving donations from citizen/community as charitable organizations	1			1		1	Modified to applicable for NGO based on respondents
1.1.3	NGO membership	Citizens are involved in NGO or involved in the CBOs and other group members of the NGO	Citizens/communities are involved in the NGO as member and NGO is maximizing the membership of the organization	1			1		1	Modified to applicable for NGO based on respondents
1.1.4	Volunteering	Citizen regularly work as volunteers.	Citizen regularly work as volunteers in the NGOs and to perform its activities	1			1		1	Modified to applicable for NGO based on responders
1.1.5	Collective community action	Last year, citizen's participation in community activities such as presence in community meeting, participation in	Citizen's participation in community activities such as presence in community meeting, participation in the program, or	1			1		1	Modified to applicable for NGO based on responders



		the program, or collective effort in solving the community problems?	collective effort in solving the community problems					
1.2	Depth of citizen participation	Citizen's significant and vital participation in NGO?						Questionnaires interview/Respondents could not find the significant difference of 1.1 and 1.2
1.2.1	Charitable giving	Every years citizen give donations to NGO as charitable organization		1			1	Same above
1.2.2	Volunteering	Citizen's maximum involvement as volunteers in the NGO implemented program		1			1	Same above
1.2.3	CSO members hip	Citizens are involved in more than one Civil Society		1			1	Same above
1.3	Diversity of civil society participants	Diversity and representations in the sectors of civil society. For example: equitable participation of different groups of society in civil society	Diversity and representations of the civil societies in the NGOs. For example: equitable participation of different groups of society in NGO					
1.3.1	NGO members hip	All the groups of the society such as women, rural community, poor, and minority groups are represented in NGOs and its groups ?	All the groups of the society such as women, rural community, poor, and minority groups are represented in NGOs and its groups	1			1	Modified to applicable for NGO based on responders
1.3.2	NGO leadership	Diversity in Civil Society's leadership. All groups women, rural/village community, poor, minority have their representatives.	Diversity in NGO leadership i.e. women, dalit, ethnic group and minority have their representatives.	1			1	Modified to applicable for NGO based on responders

1.3.3	Distribution of NGO	Civil society is spread in whole zone.	NGO is spread in the wider area i.e. whole VDC/District/Zone/Region and nation	1	1	1	Modified to applicable for NGO based on responders
1.4	Level of organization	NGO is structured. Types and infrastructure is well defined.	NGO is in structured. Types and infrastructure is well defined.	1	1	1	
1.4.1	Existence of NGO umbrella bodies	Majority of NGO are associated or affiliated to federator Umbrella Organization.	NGO is associated or affiliated to federator Umbrella Organization or working sectors	1	1	1	Modified to applicable for NGO based on responders
1.4.2	Effectiveness of umbrella bodies)	How effective do NGO/CSO judge that federations or umbrella bodies to achieve defined goals	NGO federations or umbrella bodies effective to achieve defined goals	1	1	1	Modified to applicable for NGO based on responders
1.4.3	Self regulation	How effective and enforceable are existing self-regulation mechanism in the NGO	Self-regulation mechanism in the NGO is effective and enforceable	1	1	1	Modified to applicable for NGO based on responders
1.4.4	Support infrastructure	How effective are the existence of support infrastructure for CSO	An existence of support infrastructure for NGO is effective	1	1	1	Modified to applicable for NGO based on responders
1.4.5	International linkages	Are the majority of NGO/CSO are nationally/internationally linked or the members of international network and participated in international program.	NGO has nationally/internationally linked or the members of international network and participated in international program.	1	1	1	Modified to applicable for NGO based on responders
1.5	Inter-relations	How strong and productive relations among the civil society actors?	NGO has strong and productive relations among the NGOs and civil society actors	1	1	1	
1.5.1	Communication	Is their significant communication among civil society actors?	There is significant communication among NGOs and civil society actors	1	1	1	Modified to applicable for NGO based on responders
1.5.2	Cooperation	Level of cooperation among civil society actors on	Level of cooperation among NGOs, civil society actors and key	1	1	1	Modified to applicable for NGO based on

		issues of common concern. Is there sector network and coalitions are identified for cooperation.	stakeholders on issues of common concern, and there is sectoral network and coalitions are identified for cooperation.					responders
	Coordinat ion		There is smooth coordination among key stakeholders i.e. NGO, government agencies, community, funding partners, other key stakeholders					Modified to applicable for NGO based on responders
1.6	Resources Managem ent	Do NGO have adequate level of resources to meet the defined goals?			1		1	
1.6	Financial	Do NGO have adequate financial resources?		1				
.1	resources							
1.6	Human	How adequate is the level of human resources with NGO?		1				
.2	resources							
1.6	Technolo gical and infrastruct ural resources	How adequate is the level of technological and infrastructural resources of the NGOs?		1				
	Financial resource and managem ent		NGO have adequate financial managements system and best utilization of the resources			1		1.6.1 points
	Financial policies and procedure s		Financial policies, procedures/operational manual are exit and in effectively practicing in the organization		1		1	Interview questionnaire
	Financial managem ent system		Reliable software or web based accounting system maintained and entire require reports are produced from the account software i.e. cash count, bank reconciliation, trial balance, balance sheet, receipt and					Interview/FD G
					1		1	

	payment, budget Vs expenditure,				
Budgeting process	Budgeting process leads/pull the funds to reflect and meet the organizational strategic plan/priorities and annual plan		1		Interview
Approval system	Approval of the annual and periodical management, program and project budget and expenses is taken from executive board?		1		Interview
Financial reports	Financial reports are produced as monthly basis and submitted to timely to concern key stakeholders and funding partners		1		Interview
Audit and improving system	Internal and external audit properly carried out and audit management comments implementation action plan developed and implemented effectively		1		Focus Group Discussion
Salary system	Salary sheet prepared on a monthly basis and it is reflected in master payroll (no double funding as well) and no any form of deduction from staff?		1		Focus Group Discussion
Legal compliance	Legal compliances such as tax deduction and deposit in the tax office/bank, independent auditor appointment, renewal, tax exemption and other local laws		1		Interview

		strongly followed				
	Risk safeguard	Adequate financial control and risk measure instruments developed and implemented		1		1 Focus Group Discussion
	Human resources and Management					This is same as 1.6.2
1	Personnel policies and procedures	Written personnel policy and procedures exists and updated regularly		1		1 Interview Questionnaire
2	Recruitment and personnel development	Committed and proficient staffs are recruited through competitive/transparent process by recruitment team (Board, program and program support)		1		1 Interview
3		Documentation of process of recruitment process (i.e. Written test, interview checklist, presentation) exist by recruitment team		1		1 Interview
4	Social inclusion	Women, disadvantaged and excluded groups given priority in hiring staff and giving vital responsibilities in personnel policy and practicing in the action		1		1 Interview/Interview Questionnaire
5	Role and responsibilities	Roles and responsibilities of the staff clear and understandable and periodically reviewed		1		1 Interview/Interview Questionnaire
6	Personnel file management	Staff Personal file maintained (appointment letter, salary provision, leave, performance) and staff contract letter with job		1		1 FDG/Interview
				1		1

		description provided to/accepted by staffs.				
7	Capacity building	Capacity building, health and safety policy for staffs is exist and applied				FDG/Interview w
8	Performance review	Performance evaluation of all staffs conducted by periodically	1		1	FDG/Interview w
	Information Technological, management and infrastructural resources	Adequate is the level of technological and infrastructural resources of the NGOs?	1		1	
						This is same as 1.6.3
1	Basic IT system	Modern IT system and applications are well equipped in the organization and its entire offices				FDG/Interview w
2	Use of IT	Communication and consultation is used by IT instruments	1		1	FDG/Interview w
3	Social media	Organization's website, face book, twitter and other social media is used to create public image of the organization	1		1	FDG/Interview w
4	Physical facilities	Offices are well equipped and minimum physical facilities are available for the better efficiency and create better working environment	1		1	
	Monitoring and Evaluation	Monitoring and evaluation policy/mechanism and framework exit and its indicator based monitoring tools are developed and operationalized				FDG/Interview w
	M&E knowledge	Executive board, management team and staff are known about monitoring				Interview/Interview Questionnaire
			1		1	

	policy, mechanism, tools and regular review and reflection carried out				
Use of M & E	The practice of baseline report preparation and community-based and multi stakeholders joint participatory monitoring practice exists through program visit, review & reflection workshops and planning events		1	1	Interview
Documentation & Dissemination	Documentation and dissemination system exists within projects and organization and among the concerned stakeholders about reports, best practices, feed backs and reflection of the learning's		1	1	Interview/Interview Questionnaire
Report preparation	Program and institutional assessment, completion, evaluation reports are maintained, shared, published and disseminate		1	1	Interview/Interview Questionnaire
Program me Program me development	Target people/communities and stakeholders are participating and actively involved to design the program/project to identify real needs, proposal developing and budget allocation with the prime focus of women, children, dalit and socially excluded groups.		1	1	Interview/Interview Questionnaire
Planning approach/design	Log frame and indicator based planning system		1	1	Interview/Interview Questionnaire

	and result/performance based implementation and out puts institutionalized in the NGO				e
Program sustainability	Sustainable mechanism has been developed for the sustainability of the program and interventions	1		1	Interview/Interview Questionnaire
Program clarity	NGO has clarity on objectives of the program planning and implementation approach amongst entire team of the organization (Board, program and management staff and CBOs)	1		1	Interview/Interview Questionnaire
Program linkage	Programs/projects contribute the organizational long-term plan/goals/objectives, local and national governments plans and priorities, and MDGs	1		1	Interview/Interview Questionnaire
Funding partner	NGO has diversified funding partners for the continuation and extension of the program and avoid the dependence on single partner.	1		1	Interview/Interview Questionnaire
Coordination with concerned stakeholders	Program design and implementation in coordination and collaboration among key stakeholders i.e. Government (DDC, VDC, Municipality and government institutions), NGOs, Professional institutions, communities	1		1	Interview/Interview Questionnaire
Advocacy and lobby	NGO has developed advocacy strategy and for the issues based advocacy networking is established with	1		1	Interview/Interview Questionnaire
		1		1	



			other like-minded organizations for joint advocacy at all levels to link local issues					
<b>2</b>		<b>ENVIRONMEN T</b>	<b>23 to increased 29</b>					
2.1	Political context	How suitable is the political situation in the country and its positive impact on civil society?	Political situation in the country and its positive impact on civil society					
2.1 .1	Political rights	How freely civil and political rights can be realized such as participating freely in political processes, elect political leaders through free and fair elections, freely organize in political parties?	Civil and political rights freely can be realized such as participating freely in political processes, elect political leaders through free and fair elections, freely organize in political parties	1	1			1
2.1 .2	Political competition	Is there existence of main characteristics of party system such as multi-party competition, ideological debate etc.	There is existence of main characteristics of party system such as multi-party competition, ideological debate etc.	1	1			1
2.1 .3	Rule of law	Is there rule of law embedded in this area?	There is rule of law embedded in this area	1	1			1
2.1 .4	Corruption	How corruption is perceived in the public sector?	Corruption is perceived as crime in the public sector	1	1			1
2.1 .5	State effectiveness	To what extent state is capable to meet its defined activities?	State is capable to meet its defined activities	1	1			1
2.1 .6	Decentralization	In what extent government's expenditure is devolved to sub-national authorities.	Government's expenditure is devolved to sub-national authorities.	1	1			1
2.2	Basic freedoms & rights	Basic rights and freedom ensured by law and in practice.	Basic rights and freedom ensured by law and in practice.					
2.2 .1	Civil liberties	To what extent civil liberties e.g. freedom of expression, association, assembly ensured	Civil liberties e.g. freedom of expression, association, assembly ensured by law and in	1	1			1



		consistently applied.					
2.5.2	Allowable advocacy activities	To what extent CSOs are free to engage in advocacy, criticize government.	NGOs are free to engage in advocacy, criticize government	1		1	Modified to applicable for NGO based on responders
2.5.3	Tax laws favourable to NGOs	To what extent existing tax system is favourable and broad to NGOs?	Existing tax system is favourable and broad to NGOs	1		1	Modified to applicable for NGO based on responders
2.5.4	Tax benefits for philanthropy	To what extent there is availability of tax deduction or credits or tax benefits to encourage individual and corporate giving.	There is availability of tax deduction or credits or tax benefits to encourage individual and corporate giving	1	1	1	
2.6	State - civil society relations	What is the nature and quality of relations between civil society and the state?	Nature and quality of relations between civil society and the state	1	1	1	
2.6.1	Autonomy	To what extent can civil society exit and function independently in the state?	NGO/Civil society exit and function independently in the district/state	1		1	Modified to applicable for NGO based on respondents
2.6.2	Dialogue	To what extent state does dialogue with civil society.	State does dialogue with NGOs/civil society	1		1	Modified to applicable for NGO based on respondents
2.6.3	Cooperation / support	How able (narrow/board) CSOs are to receive state resources.	NGO/CSOs are able to receive state resources	1		1	Modified to applicable for NGO based on respondents
2.7	Private sector NGOs relation	Is the relations between private sector and civil society is effective?	Relations between private sector and NGO/civil society is effective	1		1	
2.7.1	Private sector attitude	Is the general attitude of the private sector towards civil society actors positive?	General attitude of the private sector towards NGO and civil society actors positive	1		1	Modified to applicable for NGO based on respondents

2.7.2	Corporate social responsibility	How developed are notions and actions of corporate social responsibility?	Notions and actions of corporate social responsibility is developed	1	1	1	Modified to applicable for NGO based on respondents
2.7.3	Corporate philanthropy	How broad CSOs receive support from private sectors?	NGOs/CSOs receive broad support from private sectors	1	1	1	Modified to applicable for NGO based on respondents
2.8	Organizational working environment						
2.8.1	Formal well defined structure and practices		There is well defined formal organization structures exist in the organization		1	1	Interview/Interview Questionnaire
2.8.2	Mutual respect and dignified environment		There is mutual respect and cooperative environment among the team members		1	1	Interview/Interview Questionnaire
2.8.3	Creative and innovative environment		There is creative and innovation creation environment within the organization		1	1	Interview/Interview Questionnaire
2.8.4	Enjoying and friendly environment		There is enjoying and friendly environment in the organization		1	1	Interview/Interview Questionnaire
2.8.5	Capacity building and career opportunities		There is significant capacity building and career development opportunities in the organization		1	1	Interview/Interview Questionnaire
2.8.6	Recognizing		There is practices of recognizing and rewarding system in the organization		1	1	Interview/Interview Questionnaire
<b>3</b>	<b>VALUES</b>		<b>14 to increased 34</b>				
	NGO establishment		NGO is established for the service motive and clarity on the function				
	Commitment and service		NGO is established with the special motive to serve to		1	1	Interview/Interview Questionnaire



??	Leadership development	Is executive board authorities and members have fix the certain duration and terms of the position?	Executive board authorities and members have fix the certain duration and terms of the position?		1		1	Interview/Interview Questionnaire
??	Responsibility of board and staff	Authority, role and responsibility clearly defined of the executive board and staff and implemented without any conflict and conflict of interest	Authority, role and responsibility clearly defined of the executive board and staff and implemented without any conflict and conflict of interest		1		1	Interview/Interview Questionnaire
3.1.2	NGO actions to promote democracy	NGO actively promoting democracy at a societal level	NGO actively promoting democracy at all level to promote and democratic practices and democratic culture	1		1	1	Modified to applicable for NGO based on respondents
3.2	Transparency	To what extent NGOs actors promote and practice transparency?	NGO promote and practice transparency	1		1	1	
3.2.1	Corruption within NGOs	Zero tolerance policy and practices in the matter of corruption within organization and programs	Zero tolerance policy and practices in the matter of corruption within organization and programs	1		1	1	Modified to applicable for NGO based on respondents
3.2.2	Financial transparency of NGOs	NGOs make their financial accounts publicly available through budgeting, expenditures reports, annual reports, hoarding boards and sharing information in the various events	NGOs make their financial accounts publicly available through budgeting, expenditures reports, annual reports, hoarding boards and sharing information in the various events	1		1	1	Modified to applicable for NGO based on respondents
3.2.3	Financial compliances	NGOs timely conduct overall audit as provisions of the government and funding partner's policy and local law and dissemination the reports to publicly	NGOs timely conduct overall audit as provisions of the government and funding partner's policy and local law and dissemination the reports to publicly	1		1	1	Interview/Interview Questionnaire

3.2	NGOs	Are NGOs	NGO actively						
.3	actions to promote transparency	actively promoted government and corporate (institutional) transparency?	promoted government and corporate (institutional) transparency	1		1	1	Modified to applicable for NGO based on respondents	
3.3	Tolerance	Do civil society actors and organizations practice and promote tolerance?	Organization practice and promote tolerance						
3.3	Tolerance within the NGO	Is civil society a tolerant arena?	NGO promoting and practicing tolerant in the organization in its program	1		1	1	Modified to applicable for NGO based on respondents	
3.3	NGO actions to promote tolerance	Does civil society actively promote tolerance at a societal level?	NGO actively promote tolerance at all level					Modified to applicable for NGO based on respondents	
				1		1	1		
3.4	Non-violence	To what extent do civil society actors practice and promote non-violence?	NGO practice and promote non-violence						
3.4	Non-violence within the NGO	Is there use of violent means among civil society while expressing their interests in the public sphere?	Member of NGO expressing their interests in the public sphere with the use of non violence means among and within NGO	1		1	1	Modified to applicable for NGO based on respondents	
3.4	NGO actions to promote non-violence and peace	How much civil societies support the non-violent resolution to promote a non-violent society such as violence against women, child abuse, and youth violence?	NGO support the non-violent resolution to promote a non-violent society such as violence against women, child abuse, and youth violence	1		1	1	Modified to applicable for NGO based on respondents	
3.5	Gender equality	To what extent do civil society actors practice and promote gender equality?	NGO practice and promote gender equality						
	Gender policy and ensuring mechanism		Organisation has developed a written gender policy that affirms a commitment to gender equity			1	1	Interview/Interview Questionnaire	

3.5.1	Gender equality within the NGO	To what extent is civil society a gender equitable arena?	The representation of women in the organization is increased in the board, senior management team and other staff level in the past few years	1	1	1	Modified to applicable for NGO based on respondents
3.5.2	Gender equality practices within NGO	To what extent civil society is effectively promoting gender equality?	Gender sensitivity of organisation's culture and environment is demonstrated in both formal and informal written and verbal communications, staff interaction etc ?	1	1	1	Modified to applicable for NGO based on respondents
3.5.3	NGO's actions to promote gender equality	To what extent NGO is actively promoting gender equality to develop program planning and implementation at community level?	NGO is actively promoting gender equality to develop program planning and implementation at community level	1	1	1	Modified to applicable for NGO based on respondents
	Gender audit		Gender and social inclusion auditing system has been established and being carried out	1	1	1	Interview/Interview Questionnaire
3.6	Accountability promotion		Improve accountability mechanism establish and promote through policies and procedures		1	1	
	Joint meeting		NGO conduct joint meeting of the board and staff, staff and concern stakeholders and community and review the performances and collect the feedback and suggestions and mild complaints				Interview/Interview Questionnaire
	Public audit and hearing		NGOs conducted public/social audit and public hearing in the community?		1	1	Interview/Interview Questionnaire
	Self declaration		Executive board and staff member declare and verify		1	1	Interview/Interview Questionnaire



	wealth periodically to promote accountability				e
Institutional development					
Organizational system and policies	NGO has standard organisational systems, policies and procedures i.e. Organizational strategic plan, various (Good governance policy, Program finance, administration, HRD, gender, dalit, child, sexual violation, logistic, IT etc) operation policies and manuals/guidelines which are well inducted to staff and board members	1		1	Interview/Interview Questionnaire
Zero tolerance policy	Zero tolerance policy strictly implemented i.e. against sexual harassment, child abuse, exploitation, misappropriation, fraud etc	1		1	Interview/Interview Questionnaire
Social justice	GESI policy (including women friendly policy to address women's specific issues) to mainstream gender and social inclusion in all levels i.e. general member, executive board and staff	1		1	Interview/Interview Questionnaire
Operation of the board	Regular board meeting, timely AGM, renewal membership and increased members	1		1	Interview/Interview Questionnaire
Rule of law	NGO stand and ensure rule of law in the institution and believe supremacy of statutes and law, non-discrimination and equal treatment by law.	1		1	Interview/Interview Questionnaire

	Separation of power		Organization has established the system and applied practices of separation of power between board and management, maintain the check and balance and clear outlined responsibilities and authorities					Interview/Interview Questionnaire
3.6	Poverty eradication	To what extent do civil society actors promote poverty eradication?	NGO is promoting to eradicate poverty	1			1	
3.6.1	NGO actions to eradicate poverty	How active is civil society to eradicate poverty?	NGO is active to eradicate poverty through various programs in the community	1		1	1	Modified to applicable for NGO based on respondents
3.7	Environmental sustainability	To what civil society actors promote and practice environmental sustainability.	NGO is promoting and practicing environmental sustainability					
3.7.1	NGO actions to sustain the environment	How active is civil society to sustain environment?	NGO is active to sustain environment	1		1	1	Modified to applicable for NGO based on respondents
	IEA & EIA in the project	IEA and EIA need to be compulsion to implement the any projects	IEA and EIA need to be compulsion to implement the any projects			1	1	Interview/Interview Questionnaire
<b>4</b>		<b>IMPACT</b>	<b>16 to increased 26</b>					
4.1	Influencing Public Policy	How active and successful are civil society in influencing public policy?	Organization is active and successful in influencing public policy					
4.1.1	Human Rights Policy	How active and successful are civil society in influencing human rights policy?	Organization is active and successful to influence human rights policy for the promotion and protection of human rights	1		1	1	Modified to applicable for NGO based on respondents
4.1.2	Social Policy	How active and successful are civil society in influencing social policy?	Organization is active and successful in influencing social policy for the effective	1		1	1	Modified to applicable for NGO based on respondents

			implementation and incorporate the community concerns to reform the social policies					
4.1.3	National Budgeting Process	How active and successful are civil societies in influencing the national budgeting process?	Organization is active and successful in influencing the national budgeting process to address the community needs/plan of the community	1		1	1	Modified to applicable for NGO based on respondents
	Local policies and practices		Organization is active and successful in influencing local policies and practices for the betterment of the community					Interview/Interview Questionnaire
4.2	Holding state and private corporations accountable	How active and successful are civil societies in holding the state and private corporations accountable?	NGOs are active and successful in holding the state and private corporations accountable		1		1	
4.2.1	Holding state accountable	How active and successful are civil societies in monitoring state performance and state accountable?	NGOs are active and successful in monitoring state performance and state accountable	1		1	1	Modified to applicable for NGO based on respondents
4.2.2	Holding private corporations accountable	How active and successful are civil societies in holding private corporations accountable?	NGOs are active and successful in holding private corporations accountable	1		1	1	Modified to applicable for NGO based on respondents
4.3	Responding on public interest	To what extent civil society actors respond to social welfare?	NGOs actors respond to social welfare					
4.3.1	Responsiveness	How effectively civil society actor respond to priority social concerns?	NGO effectively responding to priority social concerns	1		1	1	Modified to applicable for NGO based on respondents
4.3.2	Public trust	Do the majority of the population trust civil society institutions i.e. NGOs?	Majority of the population trust NGOs	1		1	1	Modified to applicable for NGO based on respondents
				1		1	1	

4.4	Empower ing citizens	How active and successful are civil societies in empowering citizens for example traditional marginalized groups in making decisions that influence in livelihood?	NGO is active and successful in empowering citizens for example traditional marginalized groups in making decisions that influence in livelihood				
4.4 .1	Informing educating citizens	How active and successful are civil societies in informing and educating citizens on public issues?	NGO is active and successful in informing and educating citizens on public issues	1		1	1 Modified to applicable for NGO based on respondents
4.4 .2	Building capacity for collective action	How active and successful are civil societies in building the capacity of people to organize themselves, mobilize resources and work together to solve common problems?	How active and successful are civil societies in building the capacity of people to organize themselves, mobilize resources and work together to solve common problems?	1		1	1 Modified to applicable for NGO based on respondents
4.4 .3	Empower ing marginali zed people	How active and successful are civil societies in empowering marginalized people?	NGO is active and successful in empowering marginalized people	1		1	1 Modified to applicable for NGO based on respondents
4.4 .4	Empower ing women	How active and successful are civil societies in empowering women for example to give them real choice and control over their lives?	NGO is active and successful in empowering women for example to give them real choice and control over their lives	1		1	1 Modified to applicable for NGO based on respondents
4.4 .5	Building social capital	To what extent does civil society build social capital among its members? To what extent civil society effectively compare trust, tolerance, and public spiritedness of members to those of non-members?	NGO is building social capital among its members? NGO effectively compare trust, tolerance, and public spiritedness of members to those of non-members	1		1	1 Modified to applicable for NGO based on respondents
				1		1	1

4.4 .6	Supporting livelihoods	How active and successful is civil society to create employment and income generating opportunities especially for poor and women?	NGO is active and successful to create employment and income generating opportunities especially for poor and women	1	1	1	Modified to applicable for NGO based on respondents
4.5	Meeting societal needs	How active and successful is civil societies in meeting societal needs especially of poor and marginalized groups?	NGO is active and successful in meeting societal needs especially of poor and marginalized groups				
4.5 .1	Lobbying for state service provision	How active and successful is civil societies in lobbying the government to meet pressing the societal needs?	NGO is active and successful in lobbying the government to meet pressing the societal needs	1	1	1	Modified to applicable for NGO based on respondents
4.5 .2	Meeting pressing societal needs directly	How active and successful is civil societies in directly meeting pressing societal needs to provide service or to promote self-help initiation?	NGO is active and successful in directly meeting pressing societal needs to provide service or to promote self-help initiation	1	1	1	Modified to applicable for NGO based on respondents
4.5 .3	Meeting needs of marginalized groups	How effective civil societies than the state in delivering services to marginalized group?	NGO is effective than the state in delivering services to marginalized group	1	1	1	Modified to applicable for NGO based on respondents
		Social inclusive and emphasis in values of the organization to reduce and eliminated any form of discrimination by NGOs i.e. touchable, race, colour, caste, sex etc	Social inclusive and emphasis in values of the organization to reduce and eliminated any form of discrimination by NGOs i.e. touchable, race, colour, caste, sex etc		1	1	Interview/Interview Questionnaire
	Peace building		Organization is active and achieve the visible result to promote peace				
	Create social harmony		NGO has created social harmony in the community		1	1	FDG/Interview

Promote non violence activities	NGO has promoted culture and practices of non violence activities	1	1	Interview/Interview Questionnaire
Sustainability of the organization and its program	Sustainability of the organization and its program			FDG/Interview/Questionnaire
Program sustainability	Sustainable mechanism of the program interventions and institutionalization of the program	1	1	Interview/Interview Questionnaire
Program Funding	Long term funding commitment and program approval/agreement	1	1	Interview
Own Income source	Regular income source of the NGO	1	1	Interview
Physical assets	Building, land and other physical assets	1	1	Questionnaires interview
Vehicles	Jeep, car, motorbike and other vehicle equipments	1	1	Questionnaires interview
Bank and cash	Reserve fund or Bank balance and cash balance,	1	1	Interview/Interview Questionnaire

## **Appendix: 9**

### **Publications**

1. **Contribution of the Non Governmental Organization (NGOs) -**  
International Journal of Scientific Research in Science, Engineering and Technology,  
Volume 1, Issue 6, November – December 2015, Gujarat, India  
[www.ijsrset.com](http://www.ijsrset.com)
  
2. **Assessment Criteria for NGOs in Reference to the study of NGOs of Nepal,**  
International Journal of Business and Management Review (IJBMR) Published  
by European Centre for Research Training and Development UK  
Vol. 3, No 10, November 2015, UK  
[www.eajournals.org](http://www.eajournals.org)
  
3. **Respondent wise Status of Non Governmental Organization (NGOs) of Karnali Zone, Nepal,**  
Journal of Advanced Academic Research (JAAR),  
Vol. 2, No – 1, January 2015, Kathmandu Nepal  
[www.phdcentre.edu.np](http://www.phdcentre.edu.np)
  
4. **Enabling and Impending Factors of NGOs in Karnali Zone of Nepal**  
Journal of Advanced Academic Research (JAAR),  
Vol. 1, No – II, July 2014, Kathmandu, Nepal  
[www.phdcentre.edu.np](http://www.phdcentre.edu.np)