Social Accountability in Local Governance in Nepal (SALGIN)
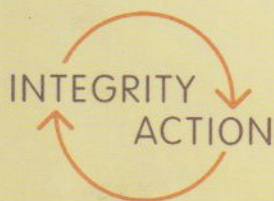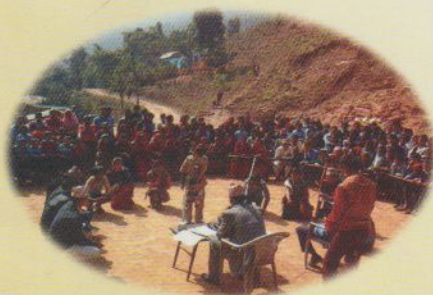
CAHURAST Engagement on Accountability and Integrity Building in Nepal

INTEGRITY ACTION

CAHURAST

FOREWORD

Campaign for Human Rights and Social Transformation (CAHURAST), Nepal is completing nearly a decade long campaign on Human Rights, peace, democracy and governance. It is laid focus of its work at the grass root level awareness raising and empowerment to national level advocacy. Putting economic, social and cultural rights at the centre, it is being instrumental to transform the society through education and empowerment. Moreover, it has engaged the community to work towards securing their own rights. It believes that a civilized, cultured and just society with full respect of human rights, dignity, justice and happiness will be established only by developing the informed citizenries. So it is focusing to empower the community people who are not well aware of their rights and who are not vocal to secure their rights. Furthermore, a democratic society can be established only if the basic pillars of democracy the good governance with transparent and accountable process are maintained.

Presently CAHURAST is working in six districts of Nepal to promote social accountability in local governance in Nepal. With this intervention, CAHURAST has concentrated to achieve an enhanced integrity in the community by strengthening social accountability in the local governance through development of community capacity to monitor local activities. It is using the existing legal mechanisms such as Right to Information Acts 2007, Local Self Governance Act 1999, Good Governance Act and participatory planning process as tools to engage the community to monitor construction and reconstruction work.

This piece of publication is the summary of our small effort and the results that we achieved during last four years of our intervention partnering with Integrity Action, a London based organization. Thus, it will provide a glance of our concept of transforming the society to adopt democratic process, methodology and approaches that we have applied and an approved cycle of finding the problems and closing the loop.

We are hopeful that some experiences and achievements mentioned in this publication may be replicable to them who are working on governance and social transformation as well. It is a small attempt to develop a model on transparency and accountability in public and government institutions.

Here, I would like to thank Integrity Action for technical and monetary support to carry out this project. I would like to thank the members of steering committee and government officials for their valuable suggestions, all dedicated staffs at the central office, field coordinators and all monitors for their hard work.

Bishnu Pukar Shrestha
Chairman
Campaign for Human Rights and Social Transformation Nepal
September 2015

EXECUTIVE SUMMARY

Social Accountability in Local Governance in Nepal (SALGIN) project has been complemented since 2010 AD with the goal of strengthening local governance in Nepal by establishing the system of social accountability. The project piloted at Gorkha and Dhading has now reached to Pyuthan, Bara, Chitwan and Rupandehi districts covering all development regions of Nepal. It is an initiation to ensure accountability and transparency there by promoting integrity. It aims at improving effectiveness of development funds through monitoring practices at rural areas of Nepal.

CAHURAST has implemented the integrity practices on three sectors – construction/ reconstruction development projects, public service delivery and scholarship fund distribution with an innovative Community Integrity Building (CIB) approach. Moving ahead with SALGIN project, CAHURAST is educating and empowering the grass root level people to promote integrity, engaging both the service seeker and provider without naming and shaming each other. CAHURAST has developed 150 community monitors to watch on the construction/ reconstruction development projects in seven development sectors - education, health, agricultural input, water and sanitation, administrative buildings, culture and recreation. The most focused sector of monitoring has been the construction of road and water & sanitation taking the needs and concerns of the community people into account. CAHURAST has enabled the local community people to sort out their problems by themselves bringing both service provider and seeker at one place.Likewise, 690 education monitors have been empowered to monitor the lapses on scholarship fund distribution process which directly engages both teachers and students.

To get the citizens voice listened and their feedbacks incorporated to close the loop, the voluntary mechanism of help desk has proven to be very effective. With the use of simple tool- *Public service announcement and help desk complaint box*, CAHURAST has catalyzed in fixing the problems on **public services delivery** by motivating people to become change agents in the society.

Fix Rate- the performance indicator shows the real achievement and progress of an organization. CAHURAST has achieved the fix rate of 72 % in the project delivery and 83% in the public service delivery. The results thus achieved within these four years could be considered as encouraging steps for integrity building.

Despite various challenges- **Political, Economic, Social and Technological (PEST)**, CAHURAST has been carrying out the activities using different innovative tools, methods and approaches. Implementation of SALGIN has benefitted almost 1092516 people of different districts of five development regions directly. It has set a step further in community integrity building in Nepal. It is an amalgamation of both top down and bottom up approach to promote the process of positive change that a society is in need of.

LIST OF ACRONYMS AND ABBREVIATIONS

SALGIN	Social Accountability in Local Governance
IA	Integrity Action
CAHURAST	Campaign for Human Rights and Social Transformation
CCG	Citizen Concern Group
JWG	Joint Working Group
CDO	Central Development Officer
CSO	Civil Society Organization
NIC	National Information Commission
CIAA	Commission of Investigation of Authority of Abuse
RTI	Right to information
ELM	Embryo Level Mechanism
CIB	Community Integrity Building
DDC	District Development Committee
FGD	Focus Group Discussion
LDO	Local Development Officer
VDC	Village Development Committee
PEST	Political, Economic, Social and Technological

Glossary of Terms

Embryo Level Mechanism: mechanism envisioned to sustain the grass root level community monitors

Community Monitors: Community representatives identified through participatory processes to engage communities and collect data on the transparency, participation and effectiveness of development projects in their communities

Community Integrity Building: an approach of context sensitivity, joint learning, building evidence, constructive engagement and closing the loop

Closing the Loop: occurs when feedback is integrated into a process and triggers an informed, appropriate response to resolve an identified problem

Fix: the resolution of a problem to the satisfaction of the main stakeholders

Fix Rate: the percentage of identified problems that are resolved

Stakeholder: any person, group of people or institution that has an interest or is affected by a particular situation or occurrence, such as a development project

Help Desk: Voluntarily assigned member made operational to carry out the work for the service delivery of the community people.

Citizen Concern Group: a collaborative forum bringing together community representatives, local authorities and potentially other stakeholders such as contractors to jointly learn, review findings and develop practical solutions

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1.1 INTRODUCTION

Campaign for Human Rights and Social Transformation (CAHURAST) - Nepal is one of the leading human right organizations focusing on Economic, Social and Cultural (ESC) rights and right to development. It is a national campaign initiated by committed human right activists, development experts, lawyers, sociologists, social workers, journalists from different parts of Nepal. It aims at bringing timely transformation in the traditional concept and working strategy of the prevailing various human rights institutions and address the newly emerging needs of Nepali society.

Established in 2006 AD, CAHURAST-Nepal operates in 67 out of the 75 districts of Nepal through multi-stakeholder district chapters. It has nearly 1500 committee members with expertise on voice and accountability, conflict management, advocacy and campaigns, and human rights monitoring.

Since its establishment, it is deeply involved in awareness raising and advocacy for the advancement of social transformation phenomenon by educating community people on protection and promotion of Human Rights and also producing Human rights workers.

It has been trying to include increased number of members from Dalit, indigenous people, women and other marginalized communities of the society. As the major focus of the organization is for social transformation through human rights, CAHURAST Nepal and its district chapters are committed to develop networks, partnership and coalitions with marginalized and excluded groups and their organizations.

Website: www.cahurastnepal.org.np

1.2 GOAL AND OBJECTIVES

1.2.1 Goal and Mission

The Goal of the organization is to establish a civilized, cultured and just society with full respect of human rights, dignity, justice and happiness of the Nepalese people.

Its mission is to protect and promote human rights and establish peace and has special focus on Economic, Social, and Cultural Rights. The missions of CAHURAST are:

- Realization to economic, social and cultural rights through advocacy.

- Motto of capacity building of organization.

- Target of producing relevant human resources.

- Plan of awareness and advocacy for advancement of economic, social and cultural rights.

- Program of production, protection, and promotion of human rights activists.

1.2.2 Objective

The objective of CAHURAST Nepal is to actively support the democratic transformation of the Nepalese society to establish culture of harmony and peace. Its main objective is to contribute to democratic movement in Nepal.

The specific objectives are listed below:

- To remain active for the protection and promotion of Human Rights

- To establish culture of harmony and peace

- To develop coordination and extend the network of human rights with national and international human right organizations

- To remain active for strengthening democratic process and culture by means of capacity building at all levels

- To conduct training, workshop, seminar and other programs related to the minimization of conflict existing

- To increase awareness about human rights and social transformation

- To adopt any other necessary ways for the defence and promotion of human rights

- To constitute a South Asia level human rights organization

1.3 Organizational structure

Organizational Structure of CAHURAST

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                    │  National Assembly  │
                    └──────────┬──────────┘
                               │
           ┌───────────────────┴──────────────────┐
    ┌──────────────────┐              ┌──────────────────────┐
    │ Central Committee │             │ Secretariat/Management│
    └──────────────────┘              └──────────────────────┘
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- National Assembly
- Central Committee
- Secretariat/Management
- Research and Publication Department
- Programme Department for Protection and Promotion
- Lobbying and Advocacy
- Regional Coordination Committee at 5 development Regions
- District Assembly at 75 districts
- Sub Committees
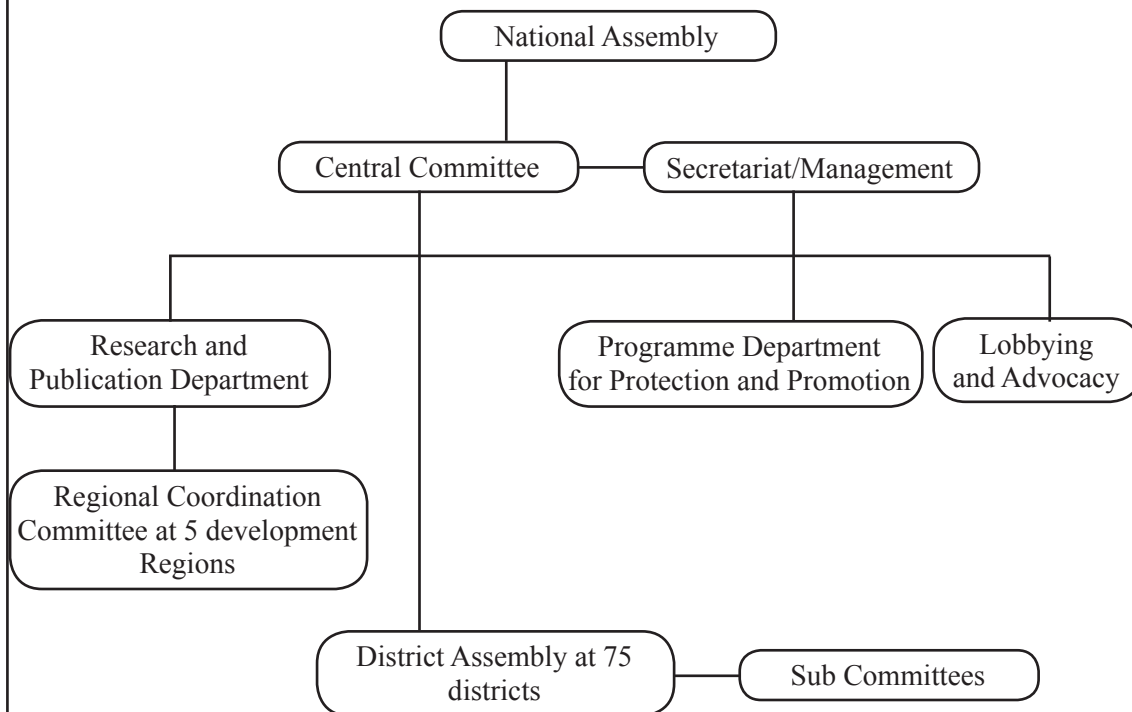
1.4 Networking and Collaboration

CAHURAST-Nepal is based in Kathmandu and has 67 district chapters in Nepal. It has been working in close collaboration with those district chapters, local NGOs, National and international networks. It is involved in different activities with different National level federation of NGOs, South Asia level organizations, other international NGOs and development partners. It is networking, collaborating and partnering with different organizations related to Human rights such as National Human Rights Commission, government authorities. Presently, it is partnering with Integrity Action on social accountability and community integrity building. Networking at the grass root level mechanisms to government authorities to strengthen integrity is now going on.

PART 2: Social Accountability Initiative

CONSTRUCTION/ RECONSTRUCTION PROJECT MONITORING
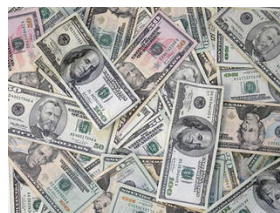
SCHOLARSHIP FUND DISTRIBUTION MONITORING

PUBLIC SERVICE DELIVERY

CHAPTER 1: INTRODUCTION

1.1 Concept

Integrity is an inherent ingredient for promoting good governance and building public trust. Public services are often compromised by a lack of accountability, incompetence and unethical behavior. The absence of integrity allows corruption to flourish and local people are the ones most vulnerable to injustice and inequality. Therefore, strengthening their capacity to use information and speak against misconducts is an important way to set the stage for social change.

1.2 Context

Despite grappling with the problem of political transition, Nepal has just succeeded to promulgate the constitution. The absence of an elected government at local and central level, for more than half and a decade has created an environment of very little accountability, transparency and integrity among the service providers.

1.3 Rational

Absence of integrity, lack of elected representatives in the local bodies and lack of awareness of the local communities on social accountability and integrity towards society has made matters worse. This is slowing down the development works while the political parties including local body staff members have involved themselves in misappropriating the development budget. The deficit in accountability and transparency may lead to high level of corruption. Needless to say, corruption remains an obstacle in obtaining the progress and the most fact will be that the victims will be the local people. According to Huguette Labelle, chair of Transparency International, the 2013 CPI shows that all "the countries still face the threat of corruption at all levels of government form the issuing of local permits to the enforcement of laws and regulation."

The development budgets managed by the local government- VDC, DDC and Municipality rarely reach to the local community people according to their requirements. Most of the budgets are spent/ slashed due to the contingency amount/ leakages at different level-GoN, DDC, VDC, User committee and finally beneficiaries could access the partially completed projects within their districts. In some cases, the concentration of development expenditures within districts headquarters gave out an egregious practice of " paper projects" – the practice of having development projects planned implemented, monitored and evaluated in paper only. In most of the districts, news reveals that the social security amount is not distributed in proper way to the local people and most of the officers receive the money of the dead person also. Such corruption is generally unseen to the

local people and most of the people remain unknown about such corruptions. To minimise such corruption, the local people should be empowered to monitor Social Welfare funded projects. This will support in the community integrity building at the local level.

Therefore, the work on building integrity in the communities and social accountability at the all levels is very important. Community integrity building at the local level through the education, community monitoring of projects and fixing problems by the community monitors has became a matter of utmost importance.

Nepal government and other various international aid agencies have funded to promote governance especially to enhance construction/reconstruction works to promote the development of Nepal but such funds are not utilised effectively.

Further, Campaign for Human Rights and Social Transformation (CAHURAST), Nepal is working on issues of social accountability and community integrity building since 2010 AD with the support of Integrity Action. The project has been active in six districts to date and has had some success in addressing problems.

1.4   Goal and objective of the project

1.4.1 **Goal:** Strengthening local governance in Nepal by establishing the system of social accountability.

1.4.2 **Objectives:**

 ➢   Improve the effectiveness of development funds in 6 districts in Nepal through monitoring using the Community Integrity Building approach.

 ➢   Collaborate with Integrity Partners by sharing our experiences and using their expertise in our activities (trainings, monitoring, and National level meeting/ workshop).

 ➢   Ensure sustainability of social accountability in local governance enhancing the capacity of public help desk and grass root level community mechanism

 ➢   Increase awareness in both academic institutions and grass root level local community on Social Accountability tools

 ➢   Enhance the citizens' participation in closing the loop on development projects and share the best practices

1.5   Project Area

CAHURAST-Nepal started implementing the project on *Social Accountability in local governance in Nepal (SALGIN),* in Gorkha and Dhading district in July, 2010. Initially, it was found that more focussed and in depth intervention was more likely to generate

long term positive impact in the local governance and grass root level community. With the lessons learnt from practices of these two districts, with more focussed on community integrity building, the Project has continued at Gorkha and Dhading in 2011/2012. Later, the project was scaled up at Pyuthan in 2013/ 2014 and Bara, Chitwan and Rupandehi in 2014/2015. *(Name of Project VDCs attached in annex 1)*
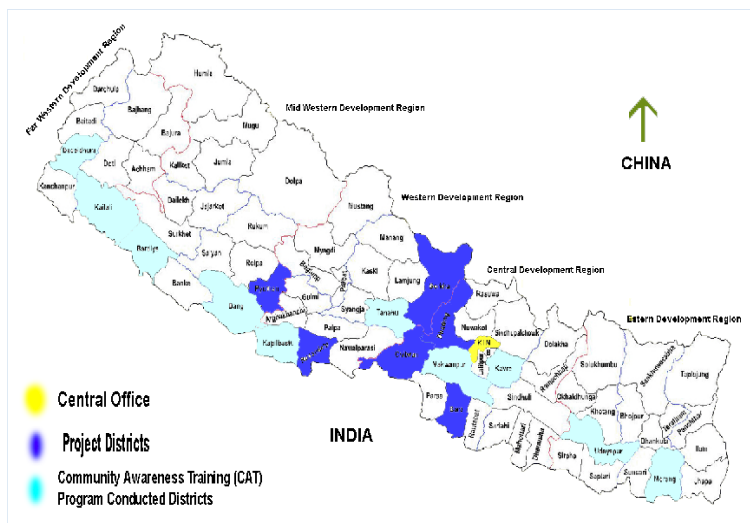
Profile of districts:

Name of District	Location	Area	No of VDCs	Population	Literacy %
Gorkha	Central Development Region(Mountainous District)	3610 sq km	66 VDCs and a municipality	271,061	60
Dhading	Western Development Region (Mountainous District)	1926 sq km	50 VDCs	336,067	51
Pyuthan	Mid-western Development Region (Hilly District)	1309 sq km	58 VDCs	228,102	50
Bara	Central Development Region (Terai District)	1109 sq km	98 VDC and 1 Municipality	687708	52
Chitwan	Central Development Region (Terai District)	2218 sq km	36 VDC and 2 Municipality	579984	77
Rupandehi	Central Development Region (Terai District)	1360 sq km	70 VDC and 1 Municipality	880196	69.8

(Source: District & VDC profile of Nepal – 2013)

Most funds are allocated at the projects at Bara, Chitwan and Rupandehi and mostly allocated resources are misallocated or misused there.
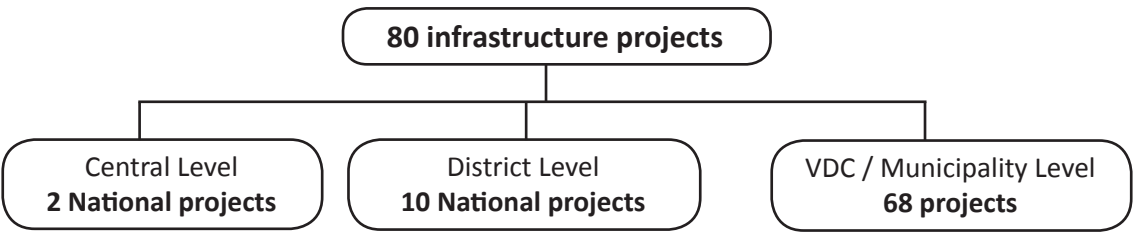
1.6 Major Working Sector in SALGIN

According to Transparency International Research, in recent 2 years, service directly related to corruption has been tremendously increased to 57% .Survey shows that corruption takes place mostly among political party 70%, government office 66%, management 51% and judiciary 51%. Similarly, 69% of Nepal's public sector are in corruption and 42% of common people need their known people to take public service, *(10th July 2013, Gorkha Patra).*

In this regard, in order to control the abuse of resources on various sectors, CAHURAST has focused mainly on three sectors in this project- monitoring on construction/reconstruction development projects, scholarship fund distribution project and public service delivery.

1.6.1 Construction/ Reconstruction Development Projects

About 100s of infrastructure project are implemented every year at the districts of Nepal. Every year, millions of budgets are lost due to frauds, mismanagements and corruption. Unstructured budget allocation to the project, contingency cut off, pressure of political leaders on selection of projects has resulted to less qualitative infrastructures with less life. This has led to lack of trust from people to the service provider. In this regard, CAHURAST initiated monitoring the construction/ development projects since 2010. The construction projects have been selected from various projects sector - Education, Health, Agricultural input, Culture and Recreation, Education, Administration, Water and Sanitation. Prioritizing and analyzing the community needs and concerns, with the emphasis on road and sanitation projects (60% of the monitored projects are from road sector, 15% are water and sanitation sector and remaining from other sectors). The infrastructure projects have been selected from the **RED BOOK** at the National level and the District Council Book at District level. CAHURAST has been monitoring the infrastructure project at three levels – VDC level, District level and Central Level.

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                    │ 80 infrastructure projects │
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┌───────────────┐   ┌───────────────┐   ┌─────────────────────┐
│ Central Level │   │ District Level │   │ VDC / Municipality Level │
│ 2 National projects │ 10 National projects │   68 projects      │
└───────────────┘   └───────────────┘   └─────────────────────┘
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To monitor the development projects, CAHURAST has educated, empowered and involved the local community people developing them as the community monitors. To impart and instill an ownership in the monitors, CAHURAST has provided the **Identity card** for all the active monitors. This ownership card has supported the monitors to deal with all level of stakeholders. Every time, they go for monitoring, they take their card with them. This has eased and enabled them in monitoring process.

Monitors voice - "This ID card has helped us to become familiar among the community people as the certified monitors. This has helped us to cooperate with both the community people and stakeholder. It is a bit easier than earlier when we went without ID cards"

Major Findings:

➢ In VDC level reconstruction/construction projects, the government used to cut off the amount from the budget allocated during disbursement in the name of contingency. But the percentage of contingency deduction has been found varied from one district to another and from one project to another also within the same district.

➢ In every project, the user committee has to collect some % (varies from 10 to 25%) of amount **as the local contribution** to implement the project. In most of the projects, the user committee could not fulfil that amount and proceed the work with the amount received from the Donor.

Local user committees' voice: Up to the possible, we are successful to collect the money from the local community people mostly the direct beneficiaries of the project. In reality not enough budget is allocated for the VDC level development projects as Government has to fulfil most of the community needs.

➢ Most of the local community people blame government only for the failure of the projects. The local don't even realize their capacity and authority to watch the project that's going on within their area.

➢ In case of projects with amount higher than NPR 500000, DDC/VDC provides the project through the tender system. In some projects, though the project has been brought through the user committee, the committee provides to the specific contractor to implement the project.

- Though there are the 14 steps planning process to implement the project, it has been hardly followed. In case of the VDC level projects, there is the high community participation in the project implementation but most often not consulted in the project design.

- In case of Bara, all the roles of stakeholder is acted by VDC itself i.e. in any project, VDC acts as Donor, Implementing Agency and Contracting Agency.

- As the VDC level projects are implemented by user committee, there is less chance of mismanagement. As the committee is formed with inclusion of semi literate community members also there remains the chance of mismanagement by 3rd person/ party.

Public Service Delivery

Many Nepalese citizens do not have citizenship and if they do, it often contains incorrect information. Not having citizenship, or having citizenship with incorrect information, means an individual cannot access a range of vital government services, or carry out a range of important official transactions. In recent years a huge push from the government has seen citizen certificates distributed to around 2.5 million people. However, in spite of this, there is still an estimated 2 million people having citizenship with incorrect information.

Due to carelessness and negligence of the government officials and mostly due to lack of awareness on local grass root level community people about their right to receive services, there has been the biased of mismanagement on the delivery of public services from the government officials. To this biased, CAHURAST through monitoring on the distribution of public service delivery have found that in some cases, the people themselves don't know that they are rightful person to receive such services and in some cases government officials have been mismanaging on the service provided to the community people.

Workflow of helpdesk member at help desk section
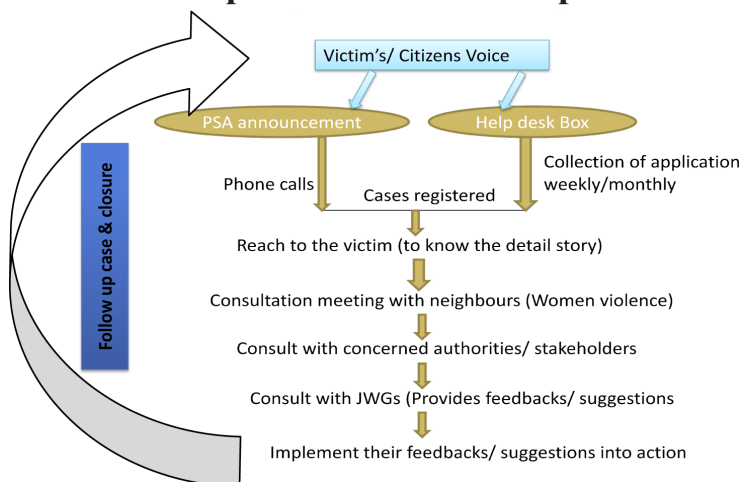
With establishment of help desk section at the project district, where the voluntarily appointed help desk member listen to the citizens voice and try to solve their problem engaging the victim themselves, gathering the public support and trust, collaborating with high experts/ government officials. In general, the citizens' voice reach to the help desk section through the PSA announcement broadcasted during the project period (CAHURAST broadcast the PSA announcement through radio where the message of project implementation and support that the local people could access at the CAHURAST help desk section) and **HELP DESK BOX** which is placed in front of the District Administration Office. Local people visit DAO regarding their public services and have to face various difficulties for simple work or sometime the government officials set the mind for bribe. Their voices are listened but they are not actually implemented due to which the local people have less trust on government agencies. In order to gain the government accountable and transparent with integrity, and so that the feedbacks provided by the citizens are listened to and implemented till the loop gets closed, help desk box are placed in DAO.

Major Findings:

1. Most of the cases registered were of the citizenship issues. The government officials in some areas had intention to get the money from the local people when they have no knowledge about free public services.

2. Public services are often compromised by the grass root community people due to lack of awareness.

3. Availability of help desk box has eased and benefitted the local community people to share their problems and solve their issues on the public services.

4. Public service announcement has been the powerful tool to reach the grass root community to availability of the help desk.

Scholarship Fund Distribution

The Nepal government is committed to achieving the goals of UNESCO's Education for All initiative by making good quality education accessible to all students by 2015. To achieve this, government funded scholarships are available to students, especially those from disadvantaged backgrounds who would not otherwise be able to go to school.

These scholarships are available for students from grades one to ten (ages 6 to 16) in different forms- Dalit students, children of Martyr's, the basic level scholarship, and scholarships for students with disabilities.

The Department of Education (DOE) determines the quota of different scholarships for different schools according to the needs of the school. Scholarships are then distributed to schools, students, and students' families directly, mostly in the form of subsidies for essentials such as food, uniforms and accommodation for students.

According to DOE, in 2012 there were 7,665,448 children enrolled in schools in Nepal. Of these 2,276,479 girls received basic level scholarships, 1,200,816 students received Dalit scholarships, and 69,944 students with disabilities received special assistance.

According to a Tribhuvan University report entitled "Study on Scholarship Management and its Effectiveness in terms of Enrolment and Retention" submitted to the DEO in 2010, teachers and head teachers admitted that they are aware that scholarship funds were sometimes misused. This included political interference diverting funds away from students. Sometimes schools do not receive the correct amount of scholarship money for the number of eligible students, so the school often divided up funds between students. This seriously undermines the effectiveness of the scholarship programmes. The report highlighted the need to put in place, at local, district and national level, an effective scholarship fund monitoring system.

To ensure that scholarship funds go to students who need them, allocation and distribution of scholarships by DEO and schools, types of scholarships available, as well as access and application for these scholarships, CAHURAST has been empowering both the teachers and students (education monitors) with the skills needed to understand and monitor the DOE scholarship process. This includes learning about Nepal's Right to Information Act and its mechanism. In addition to this, the students also learn to analyze documents, conduct surveys and interviews, and verify findings as well as to engage the local government to fix problems within the distribution of scholarship funds.

CAHURAST started monitoring the scholarship fund distribution piloting from Gorkha, Dhading and Pyuthan from 2013/2014. With the progress at three districts through monitoring, the same was carried in other three districts – Chitwan, Bara and Rupandehi. Altogether, 690 monitors have been empowered to monitor 165 government schools.

Major Results

The findings varied from one district to another. Among six project districts in Bara, there were the major problems regarding the scholarship fund distribution process.

1.   Most of the guardians and students don't even know about scholarship.

2. Lack of documentation both at schools and District Education Office.

3. The scholarship fund used to build the school buildings instead of providing to the students. In some cases, the buildings are used for rent and amount received from rent is used by the head teachers of the school.

4. Out of 25 schools monitored in Bara, not even a school has the scholarship fund distribution implementation guide book

5. Influence of political power on distribution of fund at the schools – the schools which provide more commission to the DEO, they provide more budget to those schools. For e.g. if the political influence is high in a school then though the school has only 500 students and if the school provides 800 no. of students, the school gets the amount for the 800 students.

6. Non-uniformity on the amount distributed to the students – in some 400, in some they get fewer amounts, in some schools they get in the form of the stationery and uniforms.

7. Biasness in the information provided by the school and DEO – Head teacher from Nepal Rastriya Higher Secondary School mentioned that the school has not received the scholarship amount but the DEO mentioned that they have already provided the scholarship budget.

8. Most often the scholarship amount received is not distributed to the students – At Teen Chandra Secondary School, DEO has not provided the salary education monitors found that the scholarship budget.

Overview of work on SALGIN project

District	Project Sector	Construction/ Reconstruction Projects Monitoring (Index: Education –E, Health- E, Agricultual input- A, Culture and Rereation- A, Culture and Rereation-C, Education-E, Administration-Ad, Water-W)							Public Service Delivery Monitoring		Scholarship Fund Distribution Monitoring	
		No. of projects monitored	No. of monitors		No. of Male (Trained)	No. of Female (Trained)	No. of Male (Active)	No. of female (Active)	No. of Cases at help desk section (Registered)	No. of Cases at help desk section (Solved)	No. of education monitors developed	No. of government schools monitored on scholarship fund distribution
			Trained Monitors	Active monitors								
SALGIN I												
Dhading	E,H,R	4	21	12	16	5	8	4	-	-	-	-
Gorkha	R,C	4	24	11	21	3	11	0	-	-	-	-
Total		8	45	23	37	8	19	4	-	-	-	-
SALGIN II												
Dhading	R,C	3	6	5	4	2	2	0	6	4	-	-
Gorkha	W,R,C	3	6	6	4	2	4	2	3	2	-	-
Total		6	12	11	8	4	6	2	9	6	-	-
SALGIN III												
Dhading	R,W,H,E,Ad	9	5	3	0	5	0	3	13	11	30	5
Gorkha	H,R,A,E	8	5	5	2	3	2	3	7	5	30	5
Pyuthan	A,R,E	5	23	15	12	11	8	7	14	10	30	5
Total		22	33	23	14	19	10	13	34	26	90	15
SALGIN IV												
Dhading	R,W,E	11	10	4	7	3	2	2	15	13	100	25
Gorkha	R,C,W,E	11	11	7	5	6	2	5	5	3	100	25
Pyuthan	R,H,W	11	10	10	5	5	5	5	15	15	100	25
Bara	R,S,E	3	10	10	5	5	5	5	5	2	100	25
Chitwan	R,H	3	10	10	7	3	7	3	3	3	100	25
Rupandehi	R, A	3	9	9	8	1	8	1	7	6	100	25
Kathmandu	R	1	-	-	-	-	-	-	-	-	-	-
Total		44	60	50	37	23	29	21	50	42	600	150
Grand total		79	150	107	96	54	64	40	93	74	690	165

1.7 Glance of the activities planned in SALGIN project

During the project, following key activities were carried out:

➢ Formation of PSC, CCG, Public help desk mechanism, Embryo Level Mechanism

➢ Budget Analysis and Monitoring

➢ Media Mobilization – PSA announcement, Radio interview to disseminate project results

➢ Conduction of Folk songs and street drama by students group

➢ Skill building training for project monitors, education monitors and recruited staffs

➢ Refresher Training on ToT

➢ Community Awareness training (Morang, Udayapur, Makawanpur, Kavre, Kapilvastu, Tanahun, Bardiya, Dang, Kailali and Dadeldhura) *(additional districts / other than project target districts)*

➢ Essay competition on **"Role of students in community integrity building"**

➢ Construction/ Reconstruction project monitoring by grass root level community monitors

➢ Scholarship fund distribution monitoring by students and teachers

➢ Public Service delivery (Solving the cases on public service delivery by public help desk section)

➢ Social Security Entitlement monitoring by female monitors

➢ Social Audit and Public Hearing

➢ Case Studies Development

➢ Publications- Training manual on Social Accountability, Posters, Leaflets, Social Accountability handbook

➢ Rallies and Demonstrations on Human Rights Day, Right to Know Day and Anti-corruption Day

➢ Networking meetings

In SALGIN, realizing the need of activities that creates an impact on society and improves the citizens' lives with improved infrastructure projects and public service delivery, various activities has been implemented.

To create the base for the students on integrity building and to support the future plan to form the Students Integrity Club, essay competition was carried out on the title "Role of Students on Community Integrity Building".

Realizing the students group as an active and powerful character to build integrity at community level, they were provided opportunity to present themselves in a society through the activities like street drama and folk song both within the school area and at the community area.

Through media monitoring, we could find various evidences of mismanagements occurred on social security entitlements distribution and scholarship fund distributions. On the basis of such evidences and consultation with the district branch, CAHURAST initiated scholarship fund distribution monitoring on third phase of project. Likewise, social security entitlement monitoring was initiated on fourth phase of the project.

To reach out the wider range of communities, except the six project districts, an awareness campaign was initiated at 10 other districts covering all development regions of Nepal. This activity was piloted on the fourth phase of the project.

To involve the deeply rooted grass root level community, the concept of Embryo level mechanism was initiated in the third phase of the project. This mechanism consists of the voluntary involvement of the cluster of grass root level community monitors. Those community monitors are apart from the trained monitors of project districts. Those ELM monitors are selected from the selected VDC within the direct beneficiaries of the project selected to monitor. This mechanism has been initiated for the sustainability of the project.

1.8   Target Groups

1.8.1 Service Demander/ Right Holders

Marginalized community: Excluded communities, Dalit, Indigenous community, Ethnic minorities Groups

Women: Single women, Mothers Group

Youth: Both political and non-political youths

Teachers and Students: Teacher, Resource person, Students of Government School

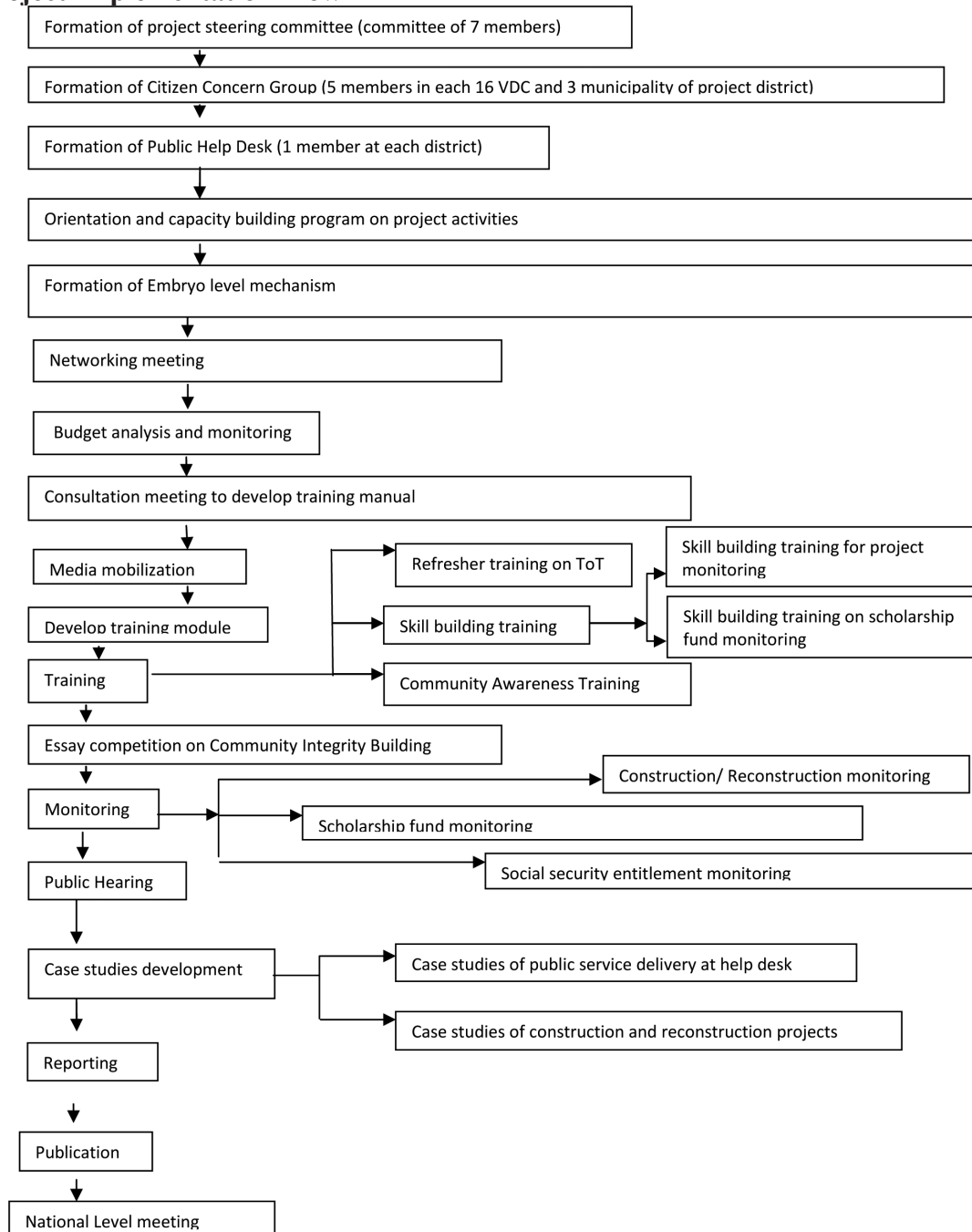**Local community people:** Local citizens of community covering the project area and adjoining areas

1.8.2 Service Provider/ Duty Bearers

Local Government Institutions: DDC, VDC, Municipality, DEO, DAO,

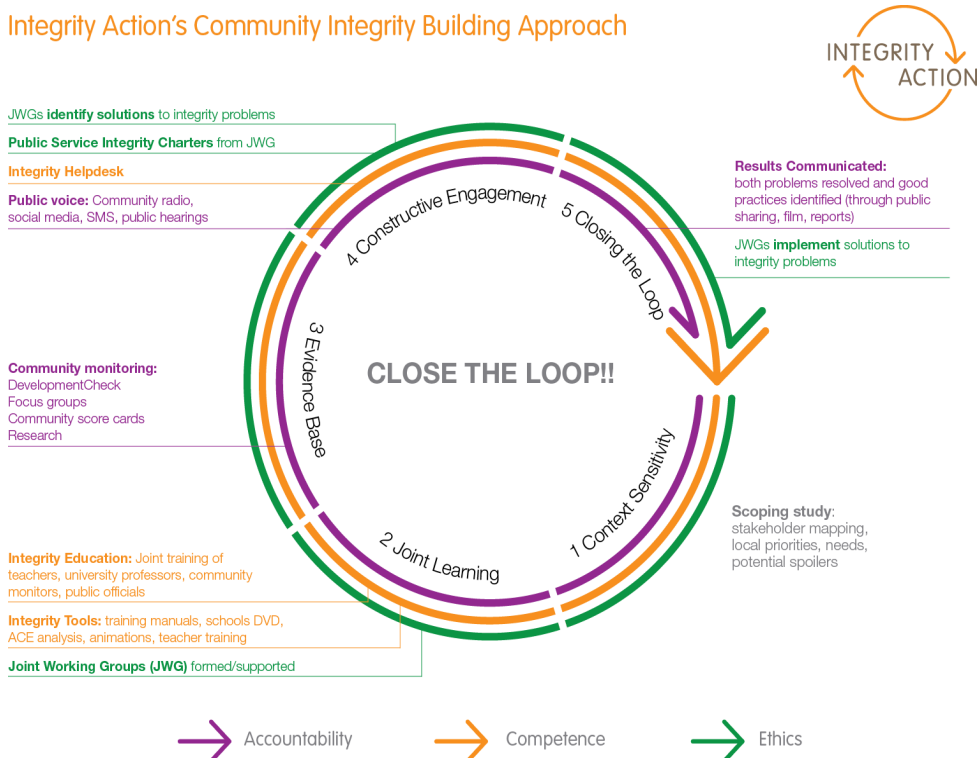**Local Authorities:** User Committee, CSOs

CHAPTER 2: METHODOLOGY

Project Implementation Flow

Formation of project steering committee (committee of 7 members)

↓

Formation of Citizen Concern Group (5 members in each 16 VDC and 3 municipality of project district)

↓

Formation of Public Help Desk (1 member at each district)

↓

Orientation and capacity building program on project activities

↓

Formation of Embryo level mechanism

↓

Networking meeting

↓

Budget analysis and monitoring

↓

Consultation meeting to develop training manual

↓

Media mobilization

↓

Develop training module

↓

Training → Refresher training on ToT → Skill building training for project monitoring

Skill building training → Skill building training on scholarship fund monitoring

Community Awareness Training

↓

Essay competition on Community Integrity Building

↓

Monitoring → Construction/ Reconstruction monitoring

Scholarship fund monitoring

Social security entitlement monitoring

↓

Public Hearing

↓

Case studies development → Case studies of public service delivery at help desk

Case studies of construction and reconstruction projects

↓

Reporting

↓

Publication

↓

National Level meeting

Approach Envisioned

CAHURAST has followed up the Community Integrity Building (CIB) approach in the entire project cycle. CIB approach is an innovative approach developed by Integrity Action. CIB approach is a successful and cost effective way to improve the quality of public programs, development projects and public services delivery. This approach has five phases – Context Sensitivity, Joint Learning, Evidence base, Constructive Engagement and closing the loop.

Integrity Action's Community Integrity Building Approach

JWGs **identify solutions** to integrity problems

Public Service Integrity Charters from JWG

Integrity Helpdesk

Public voice: Community radio, social media, SMS, public hearings

Community monitoring: DevelopmentCheck Focus groups Community score cards Research

Integrity Education: Joint training of teachers, university professors, community monitors, public officials

Integrity Tools: training manuals, schools DVD, ACE analysis, animations, teacher training

Joint Working Groups (JWG) formed/supported

4 Constructive Engagement
5 Closing the Loop
3 Evidence Base
CLOSE THE LOOP!!
2 Joint Learning
1 Context Sensitivity

Results Communicated: both problems resolved and good practices identified (through public sharing, film, reports)

JWGs **implement** solutions to integrity problems

Scoping study: stakeholder mapping, local priorities, needs, potential spoilers

INTEGRITY ACTION

Accountability   Competence   Ethics

This locally driven approach has helped to identify and implement appropriate, viable solutions to improve the integrity (alignment of Accountability, Competence, and Ethics without corruption) of public infrastructures and services.

Practice of CIB in project Cycle

1. Context Sensitivity

Understanding the context and the stakeholders is the first step in CIB. To understand the needs, capacities and concrete integrity problems, we reach to the grass root community.

Participatory community meeting*:* We conduct the participatory community meetings with the diverse local community people (women, indigenous communities, ethnic

minorities, vulnerable groups) and local leaders/ representatives to know the concrete integrity problems and analyse the situation of the project area. The types of stakeholders who could support and who could spoil are listed.

Informal talks: We conduct the informal talks with the local community people to know the gap between the knowledge and action of the local community people on integrity.

Baseline study: Baseline survey is carried out to know the local peoples' understanding and knowledge on social accountability, transparency, good governance.

Budget analysis and monitoring: To know about the budget allocated for the development outcomes of the districts, budget analysis is conducted.

2.   Joint Learning

Establishment of Citizen Concern Group, a joint working group has proven to act as a bridge to fill the gap between the grass root level community people and the government authorities. Noticeable and meaningful results are achieved through the cooperation of CCG in the interaction between the local authorities, government authorities and the local community people. CCG in the CAHURAST are the committees formed by the part of existing structures of CAHURAST district branch with 50% inclusion of representatives from local NGOs, INGOs, Journalist Association, Women Group, Nepal bar Association, Lawyers Association.


Community people have been the **keys** to Community Integrity Building approach, so in monitoring programs, the monitors are selected from the community. To engage the community for action, the members from CCG, a Joint Working group separately reach to the wider range of community to explain about the monitoring and its benefits through a focus group discussion. They collect the names that show an interest for monitoring without any personal benefit. Some monitors are selected by the CCG through their known experience about their work.

Once the monitors are selected, they are provided the skill building trainings by expertise on various sectors by both government and non-government officials. For e.g. Local planning process is facilitated by the local development officer of the districts, right to

information by RTI Officer, etc.

In collaboration with the district staffs and CCG consulting with government officials, the projects to be monitored are selected from either **RED BOOK** or on the community suggestion realizing the priority project and needs of the community. For monitoring the schools, the monitors and staffs consult with the District Education Officer. On suggestion of the DEO, the resource centre are selected and under the supervision of resource centre, the schools are selected.
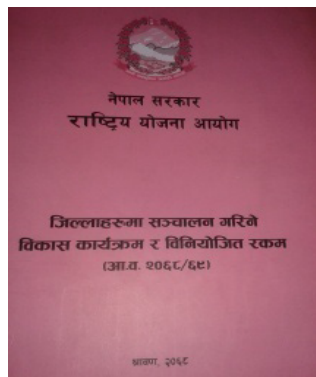
Selection Criteria of Infrastructure projects

Project Sectors: Roads, Water and sanitation, Education, Hospitals, Administration Building, Agricultural input, Culture and Recreation

Project status: Project Planning, Implementation

Can monitor   **Should not monitor**

| 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% |

Number of Projects: Set by Centre

Project Value: Local level Projects: value at $ 1500 with 1500 beneficiaries

National Level Projects: value at $ 15000 with 15000 beneficiaries

Selection Process of Schools and education monitors

Type of education monitors: Students and Teachers

Type of School: Government Schools

Target participants: Dalit students, Girls students, Disabled students, Martyrs students, Poor and brilliant students

No. of education monitors: 20 participants/ resource centre OR 20 participants/ schools
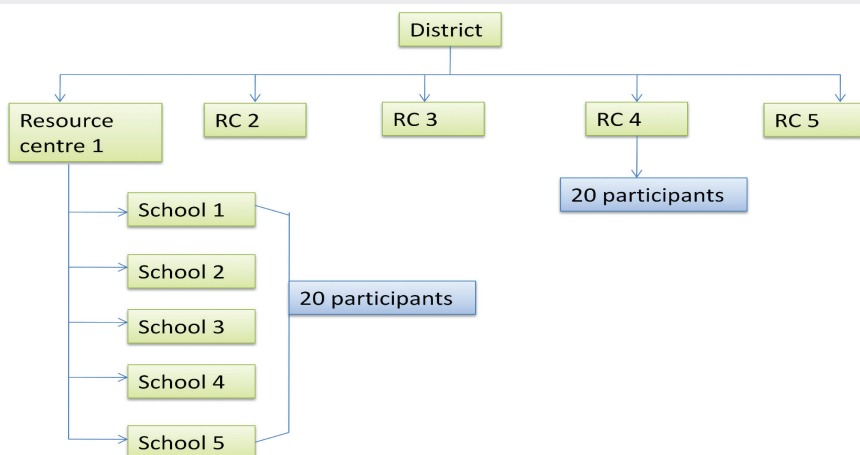
Selection criteria of Project monitors

➢ Previous experience of social work at community – could easily cooperate with the society

➢ High level of dedication to work – helps in sustainability of the work

➢ Could motivate other local people – motivation skill helps to gain the trust from the community

➢ No age bar and equal opportunity for both male and female

➢ Grass root community people within the selected project area – remain as the watch dog who regularly keep espial on the monitored project

➢ Literate and semi literate (Could verbally report their findings)

➢ Has an influence in a society with his positive works – to gain the trust from the society

➢ Vulnerable group of community (For e.g. Women, marginalized community, Dalits)- not to exclude who are excluded by the society, empower their knowledge.

3. **Evidence base**

The project monitors gather the data and information on the basis of the key areas of *Development check – access to information, community engagement and project effectiveness.*

Development Check is an online reporting platform for citizen feedback on development projects. Community monitors collect data on the transparency, participation and effectiveness of development projects and share their findings on www.developmentcheck.org.
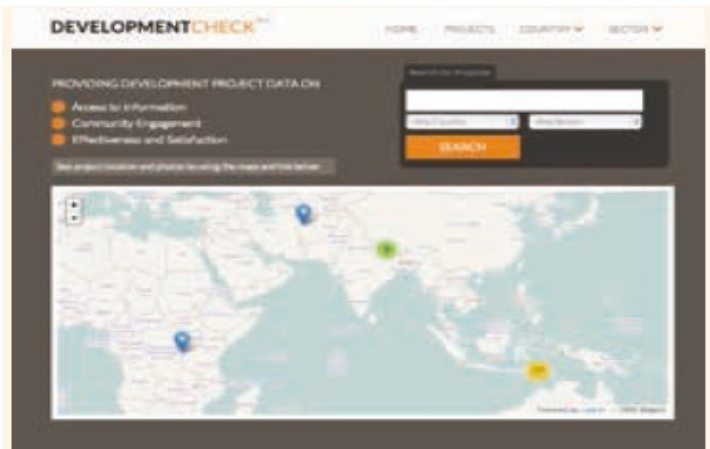
Before, reaching on to the field, the monitors conduct the desk study and consult with CCG to get details of the projects. In case of National projects, the monitors switch to the websites at first to get the information.

After getting some details, the monitors start monitoring the selected projects and collect the feedback of the communities. The information is collected on the basis of the development check questionnaire and collects the feedbacks through beneficiary questionnaire. Various stakeholders are consulted by the monitors during their monitoring

phase. The monitors tried to gather the information from all the concerned stakeholders to ensure both parties (Donor agency and Implementing Agency) have similar documents and so that they could compare the findings.

Once the problems are identified, to fix out the identified problems on projects, public service delivery during monitoring, the monitors start to find concrete and real evidences for advocacy and lobbying. Here, the CCG works as a mediator for advocating and consulting with the government officials and other related stakeholders. The group acts as the **bridge to join the gap between the monitors and concerned authorities/ stakeholders.**

4. **Constructive Engagement**

Findings communicated: Findings and evidences collected are shared among the joint working group (CCG) and concerned government officials in order to get their support. Likewise to get the public support, findings are communicated with the grass root level community people in order to seek the solving ways from both bottom up and top-down to meet the concrete solutions through satisfied results with loops closed could be obtained.

In case of scholarship monitoring, the group of monitors share their findings among entire group of education monitors. From their findings, they engage constructively to analyze the data and identify the problems **listing with high priority to less priority problems**. The education monitors conduct the consultation meeting with both the school management committee and District Education Office to share their findings. Their suggestions here are the most valuable in showing the way to solve the problems.

Identification of solution to the problems: Identification of problem is in fact a half solution. Interactive meetings with the concerned stakeholders are carried out regularly in order to identify the concrete solutions to the identified integrity problems. The members at CCG from diverse working sector have helped the monitors to identify the concrete solution to close the loop on the problems on development projects, public service delivery and scholarship mismanagements.

Engagement of Students in Integrity Building: Students have been the most powerful character in the project to disseminate the role of local community people in Community Integrity Building.

Street Drama: The students through the street drama have disseminated the information of need of transparency on budget allocated at the districts and government to be accountable with integrity on their action. This activity has helped to motivate the students themselves and motivate both literate and illiterate people of the districts.

Folk songs: Students themselves developed the song on integrity and organized the folk song program.

Essay competition: Students participated in essay competition on **"Role of students in Community Integrity Building"**. This essay competition has been very useful to impact foundational knowledge of the students on concept of Integrity. Motivation to the students was done through the rewarding the winners on the competition **(Annex 1).**

5.   **Closing the Loop**

Solution implemented: Unless the solutions and feedbacks are not implemented, the loop is hard enough to get closed. Therefore, the solution identified are taken in to action and followed up till the closure with satisfied results.

Final Results communicated to wider range of community:

The results of the project and their monitoring are shared in two platforms- **Interactive platform and Informative Platform** through various listed tools below–

➢   **Media mobilization**: Social media (facebook), **Radio Interview**

➢   **Publication**: Social Accountability in Local Governance in Nepal (SALGIN) - book

➢   **Report dissemination at DDC** – Before closing the fiscal year

➢   **Tea group talk – Monitors at ELM mechanism** share results of their work with the community members

Embryo level mechanism

- Cluster of grass root level monitors formed at each project area

- Act as the regular watchdog at the project area

- Every problems found and faced immediately updated to the district monitors

- Monitors sustained through **Missed call method-** *A tool for mobilizing the grass root level community monitors voluntarily*

CHAPTER 3: RESULTS & ACHIEVEMENTS

Through the intervention of SALGIN project, following results have been achieved:

➢ Human resources (education monitors and community monitors) empowered
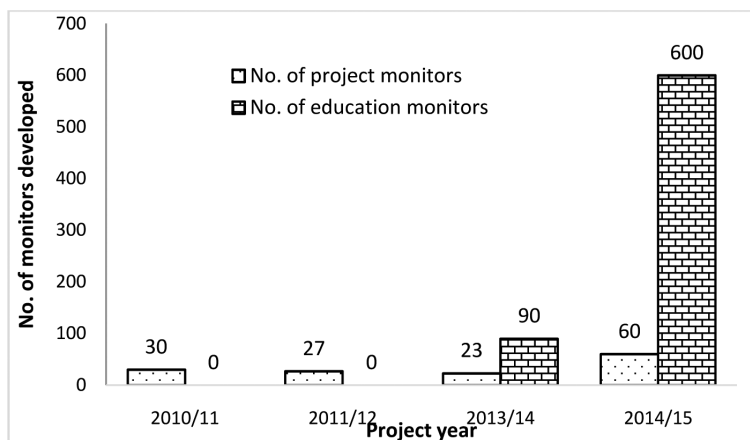
In order to monitor the development projects, altogether 150 monitors have been empowered and to monitor the scholarship fund distribution, 690 (645 students and 45 teachers) education monitors have been empowered.

➢ 79 development projects has been monitored by 150 grass root level community monitors (inclusion of people from ethnic minorities, women, teachers, journalists, Dalits, etc).
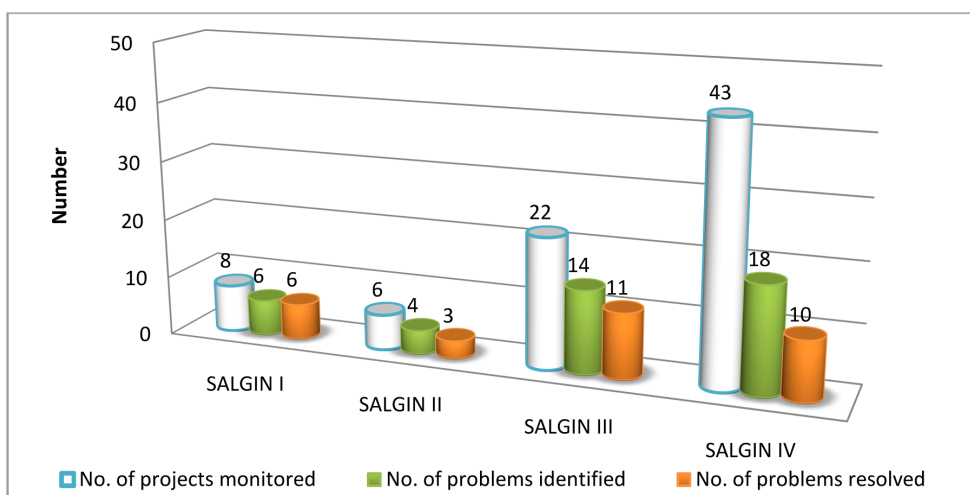
- ➤ 140 schools of project districts have been monitored by the education monitors on shcolarship fund distribution. Through monitoring, the education monitors have been able to control the mismangement occured in the education sector regarding the scholarship fund distribution at the governement schools of Nepal. Out of 140 schools monitored, around 60 schools have been recorded as the school with mismagement where the education monitors have been fixing the problems.

- ➤ Help desk section benefitted the 89 families directly on the public service delivery issues. Out of 89 cases registered at help desk, 73 cases have been solved.

	SALGIN II	SALGIN III	SALGIN IV
☐ No. of case registered	9	34	50
■ No. of cases solved	6	26	42
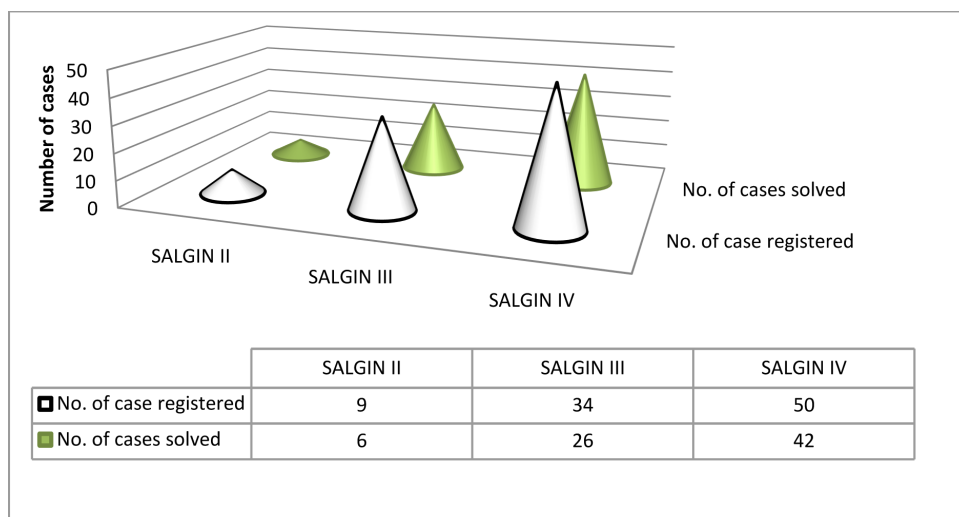
- ➤ **Fix Rate**

  Till date, CAHURAST achieved the fix-rate of 72 % in project delivery and 83% at help desk on public service delivery.

  ### Fix Rate

  ☐ project delivery

  ■ public service delivery

  83 %   72 %
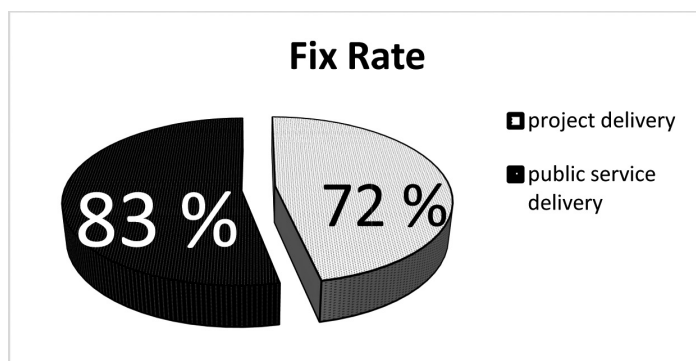
- ➤ Built strong relationship with both grass root community people (right holders) and government officials (duty bearers)

Solution oriented approach built mutual relationship between right holders and duty bearers

In Gorkha, the user committee acted as the spoilers in the Chhewetar urban health centre project constructed by them. The reason was that for three years they worked and contributed their time on it and the work was also praiseworthy but at last, at the time of completion year, the budget was handed to other contractor through tender system. User committee was not satisfied with this decision so they worked against it and damaged the project. For this problem CAHURAST monitors continuously lobbied, conducted frequent formal talks with DDC representatives, contractor and user committee. CAHURAST brought both the right holders and duty bearers in a same platform where finger pointing activities were attempted to be lessened facilitating the dialogue to arrive solution. After continuous effort of monitors finally the user committee agreed not to be a spoiler at the work instead they fixed the problem and work continued. From this case, we could say that the **lobbying capacity of the monitors brought the impact and increased the social accountability mechanism.**

➢ **Accountability and Integrity at Government Level Increased**

In case of Bara, in most of the VDCs, the VDC Secretary is not available at the VDC Offices. Instead, they stay at home and remain outside of the office. Due to which, the public services do not reach over to the community on time, the budget are allocated and distributed but the project remain a ghost project due to mismanagements from the government officials. Monitors advocacy has supported the VDCs to bring back their Secretary on their office.

VDC Secretary realized his role to provide public service delivery - A story of Hardiya VDC, Bara

The monitors while accessing the documents of gravel road project went to VDC Office but could not meet the VDC secretary. Every time they went to office, VDC Secretary remained absent. They tried to assess the information from the office assistant but due to haphazard and not well managed documents, he could not find the documents. The office assistant too hesitated to show the documents and other information saying that he knows nothing on this so the monitors should meet the VDC Secretary in order to

get the documents.

Searching for almost 4 months, the monitors could meet the VDC Secretary. The monitors and CAHURAST member put their full effort to convince him explaining about his importance at VDC Office and difficulties the community people are facing due to his absence. The secretary realizing the importance of his presence at the office committed to be regular. On follow up, the monitors found that what he said has been implemented.

➢ Developed trust at both local level and government level

The government watchdogs i.e Commission for Investigation of Abuse of Authority (CIAA) have come foward to collaborate with CAHURAST to reduce the impunity and raise integrity level.

Fig: CIAA officer DSP Rajendra Kumar Thapa (3rd from right) sharing purpose of their visit to CAHURAST

Help desk in Dhading ensures that a woman secures her right to home ownership title in Nepal – closed loop helped to gain trust of local citizen

Suntali Nepali, a 60 year old resident from Dhading went at VDC to apply for the official ownership documentation for a property which she had inherited. However, Suntali being illiterate could not read the personal information on her citizenship certification. Thus, the information she gave to the officials at her local VDC did not match her official citizenship documentation. That created a problem because it meant her official property documentation was incorrect.

After they noticed the mistake, local VDC officers told Suntali that she would have to **pay money** to amend the documentation. When Suntali explained the officials that she could not afford to pay, they refused to correct her documentation. This had serious

consequences - because the personal information on the documentation did not match her citizenship certificate, Suntali did not technically own the property. She then visited the help desk section of CAHURAST.

After hearing about Suntali's case, CAHURAST's helpdesk member Mr. Indra Bahadur Shrestha spoke with Suntali's relatives and neighbours to try to understand more about the problem. After speaking to her neighbours and relatives, and after examining Suntali's documentation, Indra realised there were inconsistencies in her documentation. Indra then approached the VDC officers to process the application for registering Suntali's property again. However, the officers were still demanding money because of the previous differences between her citizenship and property ownership documentation.

Indra warned the officers that they were not acting as government officials should. They should be assisting citizens to secure official paperwork not hindering them. The officers took the application to the VDC secretary and the application was signed. Then the application was taken to the land registration office at the VDC headquarters and the transfer was approved. As a result of CAHURAST's ability to bridge the gap between government and citizens, and engage with government to advance the rights of citizens, Suntali is now protected by the law and legally owns her property.

"I am illiterate and have no children. The government officers who are the service providers tried to take money from me. I am very thankful to the CAHURAST helpdesk member for his help and wish him luck for solving other problems too." **Suntali Nepali, Dhading resident**

➢ **Improved citizens lives through awareness provided on Social Accountability tools**

The local citizens themselves have acted to access information and secure their right. It has brought changes to the lives of the people. They are now being able to raise questions to the authority and being able to access to the budget and program. The women community have become able to receive the funds allocated for their empowerment asking to the local authority. Likewise, women have become able to seperate the fund to participated in the local village development council.- A case of Dhading.

Improving women's lives through access to information in Nepal

In Nepal, 10% of the municipal budget is allocated for women. However this entitlement often does not reach women as intended. Before training and awareness raising activities provided by CAHURAST, many local women in Dhading villages

were unaware of this entitlement.

Following training provided by CAHURAST, two female monitors in Sankosh accessed local budget documents in Dhading, analysed the budgets and discovered that 300,000NPR budget that should have been allocated for women's projects was not done.

The monitors met the local authorities, which at first did not hear them and told them about the unavailability of budget due to freezing. The women persisted, returning to the local authorities offices again and again but the authorities avoided every time. Eventually the Local Development Officer met the women, discussed the situation resulting in two thirds of the budget (200,000NPR) being allocated to training for local women in the form of sewing classes.

Before training by CAHURAST these monitors were not aware of their rights in terms of accessing budget information and holding the government accountable. Without access to the budget documents the women would not have known about their entitlements. Now women are learning new skills which they can use in their homes and potentially to earn money in the future.

➢ **Community engagement improved the project delivery**

Normally, the development projects at VDCs either is cut off as contingency amount. Due to this less allocation of budgets for the projects, the projects are implemented with less qualitative and sometimes the projects had to be stopped due to lack of budget to complete fully. One of these problems was with Bhairavee Higher Secondary School in Dhading. The monitors discovered that construction had stopped due to lack of funds, leaving students and teachers with poor sanitation conditions. CAHURAST and monitors worked with the teachers and students to approach the Village Development Committee (VDC) for additional funds to complete the project. After consultation, the officials in the VDC agreed to provide the necessary funds to complete the project, resulting in proper facilities for the school.

Figure School Toilet before monitoring

Figure School Toilet after monitoring

➢ **Support of government officials in closing the loop**

The bill of quantity and other documents of the projects were previously in the English language. Due to their inability to understand, all the members of the user committee, an implementing agency of the VDC level projects, could not know everything mentioned on the document. This led to the mismanagement of the budget on the projects (A case of Chhewetar Urban health centre – all the members in the user committee were semi literate and don't have the knowledge on documents properly. So,

there the third person mismanaged the money and the user committee are unknown about this. CAHURAST has been sharing such problems and other findings with government officials in order to get their support for a change. **The Local Development Officer committed** that; he would make an effort to translate and change the documents in Nepali language so that such problems would not occur in future. Finally, in 2015, he was able to change the project documents in Nepali language.
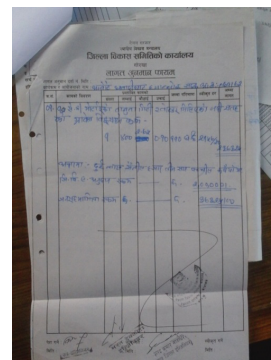

The detail estimate form of projects from Gorkha (Left in English language and Right documents changed with Nepali language

➢ Reduced incidence of mismanagements and closed loop at education sector

Scholarship monitoring using right to information tool benefitted 36 students to get scholarship amount

– A case of Shree Durga Higher Secondary School, Kalaiya, Bara

During monitoring, while accessing the information with the students at Shree Durga Higher Secondary School of Bara district, the education monitors found that the scholarship for the brilliant students was distributed. Out of 1500 students from Grade 1 to 10, 40 of them were recorded as the brilliant students but they were **not given their scholarship amount.** Using the right to information tool, they registered the application at the school to access the information on scholarship distribution. The minutes prepared by the school showed that the target students had received the amount. To know the truth, monitors showed the minutes on which students have done their signature to receive the amount. Later, it was found that the signatures on the minute were the fake signatures done by school management committee themselves. Other findings were that school management committee has no scholarship implementation guide book and students were not aware about the available of such scholarship. To fix the identified problem, the monitors had a meeting with school management committee but they were not ready to distribute the scholarship amount. Then, monitors consulted DEO, who asked the monitors to convey the message that DEO would take the money back if not distributed to the students. This message was informed at the school and provided the time bound of 15 days to let the school provide the amount. The management realized their mistake and within 7 days the **students were provided with the scholarship amount to the available 36 students**. 4 of them had already dropped out the school.

➢ **Continuation of voluntary work even without input from CAHURAST**

The previously developed monitors who are trained by CAHURAST are serving the local people voluntarily without organizational support. With a motivation towards work and realization of their role in community for integrity building, they remain active to improve the lives of citizens up to possible.

The recent example is : Dhading: Tej Kumari Lamsal (community monitor), is monitoring to fulfill all the requirements at the Women Community Building, Muralibhanjyang due

to which now the building is equipped with the latrine and drinking water. Further, they have started to meet at   the building and save money forming a small cooperative within the women group of that community.

Gorkha: Satish Man Singh Basnet, a help desk member, though the project has been finished, he has been serving his community people with supporting in fixing their problem in social entitlements, cultural problems. He was the monitor trained by CAHURAST in 2010 and help desk member of 2014. Kishore Regmi, who is not directly benefitted from the project but has been continuously supporting the work on SALGIN IV. He was the social mobilizer on SALGIN II.

Pyuthan: The monitors from Pyuthan monitored 3 more projects that were targeted on SALGIN III. Though the project year was ended, they continued their work on monitoring the projects. Further, the help desk member solved 9 more cases after the project has finished.

➢ **Greater female participation in the project**

During training at 3 districts, there was 60% female participation whilst in other 3 districts -40% female participation. Besides training, during monitoring, the female have been more active in accessing documents and building relationship with the grass root community. The social security entitlements of selected areas were analyzed by the female monitors. Likewise, in scholarship monitoring the girl students were much more active in monitoring.

Fig: Greater participation of girl students during accessing the information with the headteacher of Durga Secondary school, Bara

Theory of change

Goal: Strengthening Local Governance in Nepal through establishing the system of social accountability and Integrity.

- Capacity Building training
- ToT Training
- 150 project monitors empowered
- 690 scholarship fund tracking monitors empowered

- Construction/ Reconstruction project monitoring
- Scholarship fund monitoring
- Media mobilization
- Folk songs by students
- Public campaigns through street drama and rally

Empowerment

Engagement

Evaluation

Reporting and Evaluation
SALGIN Book Publication

Publication of books Case studies
Public Audits and Public Hearings

VDC budget analysis
Scholarship Budget Analysis

Impact

GOVERNANCE
Local government is responsive to community needs

Increased transparency and accountability of local government

Public officials' commitment for the positive change

INTEGRITY
High percentage (83 %) of fix rate in service delivery cases and 70% of fix rate on development projects.

Better public services because of integrity practices.

Integrity practices at school level – essay competition and drama

COMMUNITY MOBILIZATION
Effective community leadership in monitoring (specifically by women)

Involvement of both students and grass root community in community integrity building

Stronger collaboration within and among communities at local level.

SUSTAINABILITY & SCALABILITY
CCG, ELM and help desk active even after the completion of project.

Awareness program at 10 districts and project scaled up to 3 districts.

PARTNERSHIP
Strengthened partnership with local stakeholders and local community people.

Partnership with Government office and Ministry of Education

CHAPTER 4: CHALLENGES and its mitigating measures applied

This initiative has been implemented facing various challenges. Despite the challenges, applying various innovative methodology and strategies, this initiative has brought a positive impact on the citizens' lives.

➢ **Difficult to access the information –** *RTI tool*

There is a policy of accessing information only from individual but not from an organization. Because of this when any individual seeks to access the information, it has been the great challenge for the monitors to access the information from the concerned authorities. Very few stakeholders respond promptly and become transparent. It has been a great challenge at Central rather than at the district.

In order to mitigate this challenge, Nepal is equipped with the very powerful tool –Right to Information Act. To some extent we could access the information but there is still remaining the challenge to access.

➢ **Communication gap between the voluntarily formed community monitors -** *Missed call method*

Due to minimum expenses for communication, the monitors sometimes could not update the information on time. There was communication gap between the ELM community monitors and district level trained monitors. Likewise, the gap was formed between the community monitors and district staff too, due to which the staffs could not report the updates promptly.

To solve this problem, we used a missed call method where the community monitors in lack of mobile balance had to give a 3 missed call to the help desk member or the district monitor. Then the member knows that the community monitors have new information which he/ she would like to share. Then, the help desk member would call back to the community monitors and receive the updated information.

➢ **Political and Environmental Challenge –** *effort made to continue project where risk was least*

The major challenge was a devastating natural challenge- an earthquake, due to which the initiative could not move smoothly for one and half months. And the other challenge was the fuel crisis and demonstrations against constitution.

After that the monitors from district like Dhading and Gorkha could not be mobilized as

before. To run the project smoothly, there was regular communication with the monitors after 2 months in order to recover the time loss due to natural calamities. Similarly, effort was made to continue the project where the risk was least at the districts like Bara and Chitwan.

> **Technological challenge-Lack of knowledge on use of DevCheck app by every grass root level community monitors –** *1 focal person selected to upload data on DevCheck*

CAHURAST has developed the monitors from the grass root community and the reporting of the monitored project is done through online platform with Development Check app. Therefore, reporting through devcheck app was a challenge to the monitors to upload the findings on the development projects. To ensure that the monitors could upload their findings on time, 1 focal person with high knowledge on development check is selected by the monitor's team and the focal person during uploading regularly teaches to the monitors.

> **High expectation from organizations where the organization reach to conduct programs regarding allowances for attending training –** *clear concept of our work before selecting participants*

High expectation of the people even the developed local community monitors in the project posed the difficulties in letting them to understand about the limited resources the project provide.

Other organizations provide allowances when we attend the training apart from the food and transportation charge. It would great if CAHURAST also could provide the fund to gather the materials. *– A local women from Dhading.*

In some places, both the service demanders and service receivers expect the monetary benefits rather than the community benefit while participating on some programs and get involved in some mechanisms (especially on ELM mechanism and CCG).

As per our experience, most of the monitors feel that it would be great to get involved in the organization that provides a fat benefit whether it heads towards only the short term impact on citizens.

> **Trend of transferring the government officials at Bara District**

Out of 6 project districts, in Bara district, there is the trend of transfering VDC secretary in every two months. This has brought the major challenge in assessing the documents, bringing the service provider and service receiver on the same platform affecting the whole project cycle.

CHAPTER 5: LESSONS LEARNT

Strategy needed to sustain the mechanisms envisioned in the project

➢ Sensitization of the local level community people leads to sustainability

➢ Mobilisation of media- radio broadcasting, cost effective tool to reach the grass root community

➢ relationship to be enhanced with both the service provider at national level and service receiver at grass root level

➢ Follow up – the key component for the change to happen.

➢ CIB approach- an effective approach practiced to improve the citizens' lives and fix the problems in various sector of development.

➢ The students group could be really a powerful base for the initiation of the integrity practices.

➢ Depending on the context, if both bottom up and top down approach when used in a balanced way, there comes the balance in real change. The support from both service receiver and service provider should go hand to hand.

➢ Public hearings- a solution oriented platform rather than the finger pointing and naming and shaming. So, in order to bring together and build the mutual relationship between both the service provider and service receiver, public hearings are necessary to be conducted.

CHAPTER 6: CONCLUSION

With the completion of 4 years, SALGIN succeed to bring about a positive change in the citizens' lives by educating, empowering, engaging them in whole project period. The project has embeded into the grass root community in order to empower and act for integrity building within the society. The absence of integrity corruption is allowed to flourish and local people mostly at grass root community are vulnerable to injustice. This project has attempted to empower their capacity to fix the problems and support others to fix the problem.

The project has envisioned an innovative approach developed by Integrity Action, a Community Integrity Building approach from 2012. With the five steps in this approach and using the SMART strategy of closing the loop, the local citizens have been empowered to fix the problem and become active on the integrity practices. With an active engagement of citizens from both education sector and community, there has been a link between the Integrity Education with the Integrity Building at the community.

The effectiveness of the projects is realized when there is the greater participation of the community and continuous support of the public officials. There should not be a huge gap between the service seeker and service holder. Monitoring the development projects, the local citizens have started demanding for integrity on development projects which are indirectly utilizing their money. Altogether 80 development projects have been monitored by the grass root community monitors of 6 project districts. With an innovative use of development check app the advance technology on reporting, the monitoring has been used and it has become easy to carry out monitoring with an evidence .

Delivering services effectively as per the needs of the people requires a system of accountability and integrity backed up by the citizen led feedback mechanisms. Here citizens have access to information and a platform through which they can monitor performance and articulate their problems and feedbacks to the service provider for betterment in the public service delivery. With the help desk section, the citizens have started to demand for integrity with the service provider and solve their cases by themselves too. On 93 cases of misconducts at public service delivery, 83 have been solved by the help desk members.

Fostering and mobilizing the local media has helped the local citizens to know on integrity and get the problem fixed. On dissemination of the results, social media also has been an effective tool to reach wider community.

The dialogue organized between the service providers and service seekers in a same platform- public hearing have been the powerful method to bring together and fix the

problem on development projects with positive commitments from the public officials and act as per their commitments. Awareness raising on integrity and right to information, conducted at 10 more districts has brought a change on the mind set of the people there to work for integrity issues to bring a peaceful society. The sensitized and functional groups like ELM, CCG have been effective on closing the loop.

Several challenges have been faced during the project implementation but to combat with those challenges, different strategy and methods were applied.

Hence, through this initiative effectiveness on the development projects that was monitored using the CIB approach. Public help desk and grass root level ELM mechanism, has been a tool for the sustainability of social accountability in local governance. Awareness on integrity with social accountability, transparency and right to information, empowered both the academic institution and grass root community. Local citizens have become active in participation for closing the loop on development projects and service delivery.

CHAPTER 7: RECOMMENDATION

Public Officials

- Infrastructure projects should be monitored following the whole project cycle. *Ram Hari Devkota, Officer at DDC*
- The work that CAHURAST initiated about monitoring various development projects is appreciable but to have a noticeable impact, the scholarship monitoring should be scaled up at rural areas where the service provider does not wish to go. – *Shree Krishna Acharya, District Education Supervisor*
- Local communities should be taught to be integrated first so as to demand for integrity. *Prem Raj Giri, LDO*
- Community Integrity Building is a new concept. So, Integrity lessons should be taught to the public officials too and should be involved in action. – *Bijay Tiwari, Program officer of Municipality*

Beneficiaries

- CAHURAST has done really a great job but if the findings are disseminated to us in the form of publication then only it would be effective. So, I would highly recommend CAHURAST to come up with your publication twice a year with their progress. *Pradeep Rayamajhi, Beneficiary of Gurung Tole road construction project*
- Most of the projects are implemented by user committee so user committee members should also be taught the lessons of integrity so that they could be accountable and transparent. *Manmaya Tamang, beneficiary of Chhewetar urban health centre project*

Monitors

- Development check is a new and interesting app for collecting information and reporting at Centre. But most of the monitors here are with less knowledge and exposure on new technologies, it has been quite difficult for us to update as soon as we get the information. There should be the continuous supervision on use of development check. *Sarfulla Ansari, Bara*
- The two day training seems not enough so the days must be increased up to 7 days. *Parbati Ale Magar, Gorkha*
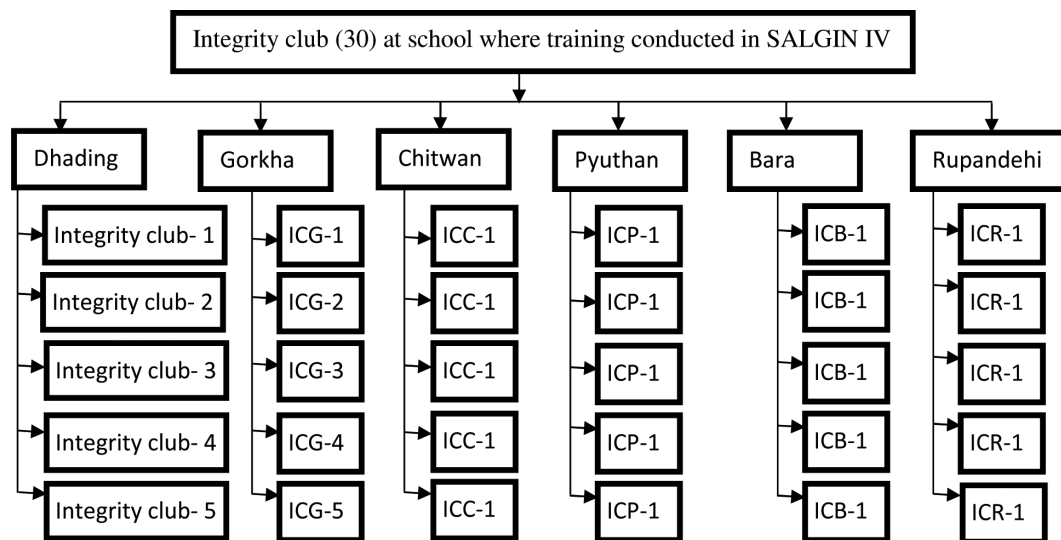
Staffs

- With a year project, it's really difficult to make a change at grass root as per expected and after 7 months of projects we start to hurry to finish the activities. *Binod Khanda Timilsina, Project Coordinator, Chitwan*
- There should be peer learning and sharing programs at least 4 times in a project period among the staffs and monitors. It will help to work effectively in collaboration with staffs at other districts too. – *Satish Man Singh Basnet, Help Desk Member, Gorkha*

CHAPTER 7: FUTURE STEPS

School Level Integrity Club:

To understand the level of knowledge on integrity among the students at secondary level schools, as a baseline study, essay competition was carried out. Through the competition, we figured out the type of activity that would be effective for secondary level of students to involve them in integrity practices. To engage them effectively, Integrity Clubs will be formed at the schools where the trainings were conducted in SALGIN IV. Identity Cards will be provided for the students for their ownership as the members of the club. Each club will involve (10 >20) students.

Planned methodology for formation of School level Integrity club

Integrity club (30) at school where training conducted in SALGIN IV					
Dhading	Gorkha	Chitwan	Pyuthan	Bara	Rupandehi
Integrity club- 1	ICG-1	ICC-1	ICP-1	ICB-1	ICR-1
Integrity club- 2	ICG-2	ICC-1	ICP-1	ICB-1	ICR-1
Integrity club- 3	ICG-3	ICC-1	ICP-1	ICB-1	ICR-1
Integrity club- 4	ICG-4	ICC-1	ICP-1	ICB-1	ICR-1
Integrity club- 5	ICG-5	ICC-1	ICP-1	ICB-1	ICR-1

Students' engagement in integrity education for Community integrity building:

To engage the secondary level students for integrity building at community, the activities like essay competition, songs competition, art competition and drama competition will be conducted among the students within the districts and among the project districts. After the formation of club, it is expected that, the students will be continuously engaged with the integrity practices and disseminate wider community within their reach.

Involvement of youth students on monitoring the infrastructure project:

In future, more youth students who are searching for the opportunity will be involved on monitoring the infrastructure projects. Out of the developed monitors, the students have been more encouraged and dedicated for the monitoring as the part of their career and to learn new things with an innovative approach and methodologies.

ANNEXES

Annex 1: Winner copy of essay   on ROLE OF STUDENTS IN COMMUNITY INTEGRITY BUILDING

Fig: Winner of Essay Competition

Man being the wisest social creature always tends to live in society in cohesion. Due to this distinct quality of men to live in society man has been living in society from the time immemorial. Man having all his needs fulfilled from society has to live in togetherness in society.

With the evolution of humankind, man started different discoveries and inventions for their development. Because of these inventions and discoveries, men are in this present world. This human development has led the change in the thinking and rationality in man. Thus, the development of man themselves is needed for the development of society. More than that men need to have the positive change in the thinking which can led to the development of feeling of integrity in man.

The role of each individual is significant for the development of the community. If the members of the community are reluctant to any of the social processes and change, then it can't lead to the development of that particular aspect of that society. There is a need for the positive change in the thinking of the people as the negative thoughts hinders any society to move ahead in development. Different development works in society can be accomplished with the active participation of each members of the society. In practice, many of the development works and initiatives have been failed due to the negligence of the members of the community and other stakeholders. Moreover, there has been practice of corruption in the development funds which led to illusionary development. Thus, people taking under consideration the fact that all the members of the society can be benefitted with the successful accomplishment of development works and have to bear the loss of the failure of the development works, need to come together with the

positive thinking and attitudes for the creation of ideal society.

The act of giving excuse to a person for the misconducts in the development works for once making him commit not to repeat the mistake again and motivate for positive deeds rather than punishing him/her is social integrity. Social Integrity is a knowledge needed for all the societies at present. Social Integrity is very essential for the development of society, nation and the whole world. It can catalyze the positive deeds and change in the society and bring about the change in the negative deeds and thoughts that are hindering the development of the society.

Students too have a very significant role in the integrity building in the society. Students being educated mass in the society can make a rational decision about the things and happenings in the society. When people are informed about the things in the society they will be thinking about their roles and responsibilities for that. Only the informed citizens can know about the negative deeds in the society and its impacts. For this work of making people informed, students can have a very crucial role. Students thus can contribute for collective ideas and innovations for solving the problems of social malignancy taking the study of the factors of these malignancies under consideration. They can also play role in collecting the solutions and way out for solving these problems. Students too can motivate community people to actively participate in the development works being conducted and to be conducted in the society. Thus, students have very crucial role in being informed and making other members of the society informed.

Not only this, students themselves can be engaged in social integrity building and motivate other community people to participate in that. This will lead to have other people to develop a positive thinking which can lead to the end in the misconducts in the society like malignancy, corruptions and other social problems. This will ultimately lead to the creation of society with integrity. This can be accelerated if teachers too who can have the greater impact get involved.

Social Integrity thus is a need and greater concern of the present world. Only the positive change in thoughts and deeds can bring about the change in community, nation and the whole world. This can be more achievable if the role of students for it is strengthened.

Lastly, Today's students are the future of tomorrow and the change makers. They have a very important role in social integrity building as they can realize its importance and make other people in the family and community do realize and motivate them for it also attracting the concentration of all other stakeholders.

  Thank you!!!
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Date: 2072-05-07

Annex 2: SALGIN project implemented district with VDCs

SN	District	VDC/ Municipality	VDC merged into Municipality on 2015
1	Dhading VDC=2 Municipality=1	Kumpur VDC	
		Sunaulo Bazaar VDC	Neelkantha Municipality
		Saankosh VDC	
		Muralibhanjyang VDC	
		Dhuwakot VDC	
2	Gorkha VDC=2 Municipality=2	Khoplang VDC	
		Gyalchowk VDC	
		Finam VDC	Gorkha Municipality
		Prithvi Narayan Municipality	
		Palungtar VDC	Paluntar Municipality
3	Pyuthan VDC=2 Municipality=1	Sari	
		Bhingri	
		Pyuthan Municipality (Da-khakwadi)	
4	Bara VDC=2 Municipality=0	Motisar	
		Hardiya	
5	Chitwan VDC=0 Municipality=0 Sub-metropolitan city=1	Gitanagar VDC	Bharatpur Sub-metropolitan city
		Bharatpur Municipality	
6	Rupandehi Municipality=2	Dev Daha Municipality	
		Saina Maina Municipality	

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