

Biogas Support Programme BSP/SNV

Workshop Report Strategic Planning Workshop (Dhulikhel, March 6-8, 2001)

Submitted by:

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BACKGROUND

The Biogas Support Program (BSP)/S(W) has been working as a lead agency for biogas promotion in Nepal for the last eight years. It contracted HURDEC (P). Ltd., a management consulting company to design and facilitate a Strategic Planning Workshop during March 6-8, 2001 in Dhulikhel. About 25 participants representing HMG, biogas companies, various NGOs/INGOs, promoters and BSP personnel attended the workshop. Refer to **Annex 1** for the list of participants. This report summarizes the workshop process and outcomes.

PREPARATION

BSP senior staff and the HURDEC facilitator met several times to discuss and prepare for the workshop. It was decided to use the Integrated Sector and Organizational Analysis (ISOA) approach to discuss various issues during the workshop. The ISOA comprised ISA (Integrated Sector Analysis), OA (Organizational Assessment) and SOR (Strategic Orientation) as the main steps of analysis to be used during the workshop. Based on the steps to be used and the given time for the workshop, a schedule was finalized. Refer to **Annex 2** for this.

The facilitator reached the workshop venue earlier than the participants to arrange and finalize the logistics arrangements.

WORKSHOP PROCEEDINGS

1. Opening and Introductions

After arrival and check-in by participants, the SNV Energy Advisor began the workshop by welcoming participants. He highlighted that this was an important event to discuss future strategies not only for BSP but also for the biogas sector as a whole. After participants introduced themselves, the facilitator briefed the participants on the workshop objectives and the program. The objectives of the workshop were as follows:

- To assess the biogas sector using an integrated sector approach;
and
- To assess organizations and come up with strategic options for the future.

The expected workshop outcome was:

- A clear foundation for the future for BSP.

The facilitator then summarized the workshop process and schedule.

2. Energy Sector Macro Analysis

The SNV Energy Advisor then made a presentation on the overall energy sector in Nepal and highlighted the main achievements and potentials of the biogas sector. In the context of biogas he mentioned that there was a potential for 2 million plants with generation capacity of about 700 MW. This would require an investment of about Rs. 30-50 billion and has the saving potential of about Rs. 20 billion.

He replied to questions from the participants after the presentation. The presentation was very useful in terms of providing the context and creating the environment for further discussions in the workshop.

3. Expectations

Towards the end of the session, the facilitator asked participants to list their most important expectation from this workshop. Once these were written, the facilitator read these out one by one and commented on whether the workshop was designed in a way to meet these. Many of them could be met by the workshop but in some cases like making a detailed plan to achieve the target of 2 million plants was something beyond the scope of the two-and-half-day workshop. Some other expectations were more in the way of suggestions. Refer to **Annex 3** for the list of expectations.

4. Quick Scan of the Biogas Sector and Coverage Matrix

After giving an introduction of the ISA Model, the facilitator asked participants to list all the organizations currently involved in the biogas sector. After brainstorming on this, the following list was made:

- HMG
- AEPC
- Companies
- Association of companies
- Manufacturers/suppliers of appliances
- Financial institutions
- NGOs / INGOs
- Researchers and consultants
- Training centers
- VDCs / DDCs
- BSP
- Donors
- Users

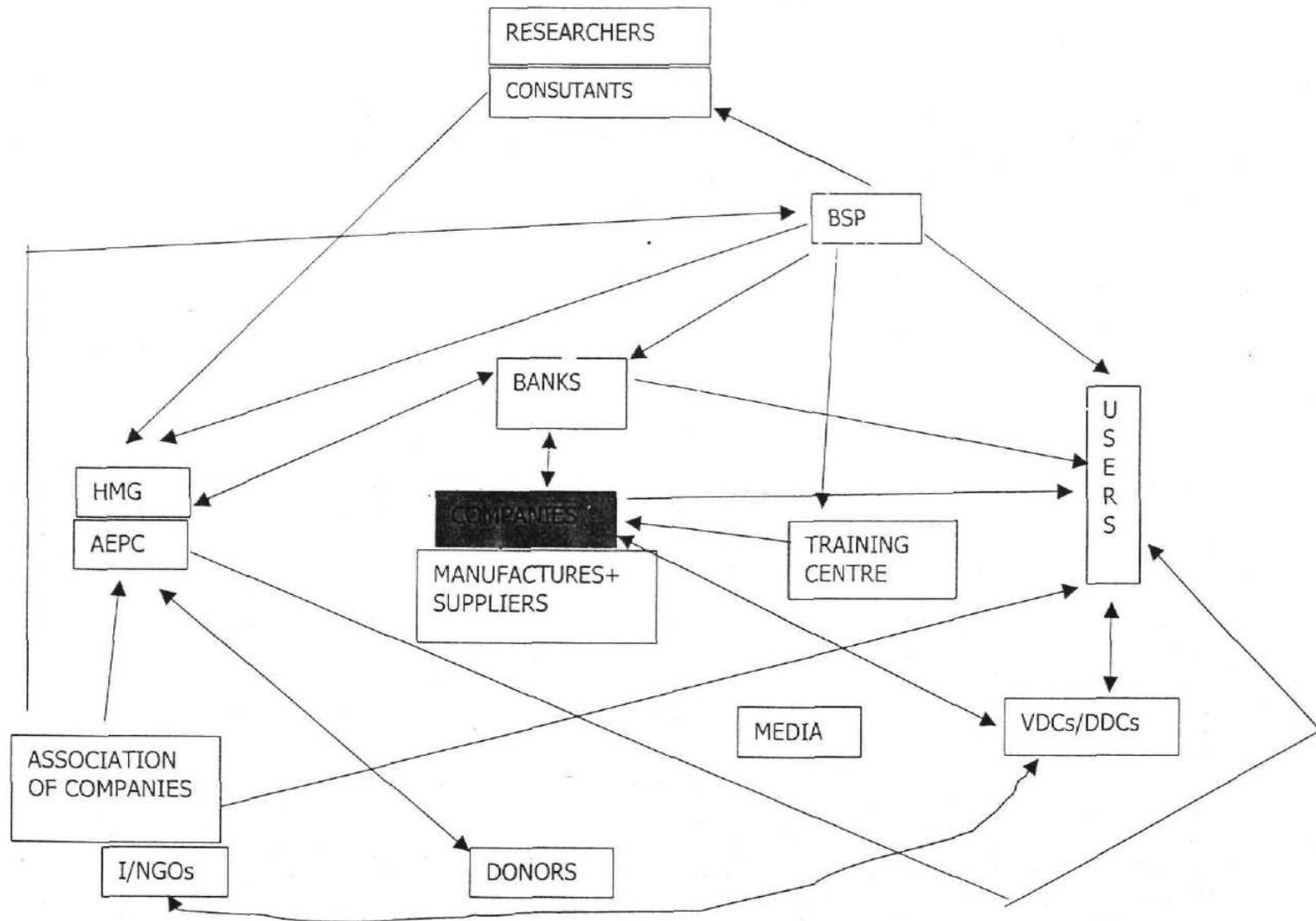
Using the ISA chart of brown paper, the participants then tried to establish the institutional relationship among these. Refer below for the outcome of the discussions.

Relationships between Organizations

MACRO CONTOCT

SECTOR CONTEXT

OUTPUT PERFORMANCE



The facilitator then explained what the coverage matrix was giving an example. Once the participants were clear about this, the facilitator asked them to list the main functions of the various stakeholders in the biogas sector. Before this, the stakeholders were grouped into the following groups:

- HMG/AEPC
- Financial institutions
- Companies
- Promoters (including BSP, researchers, consultants, training centers, NGOs and INGOs etc.)

The participants agreed to the following after brainstorming on the main functions:

- Policy formulation
- Awareness/promotion
- Capacity building
- Financing
- Subsidy delivery
- Slurry extension
- Pre-feasibility/feasibility surveys/studies
- Research and development
- Construction, after sales service and appliance supply
- Quality control
- Monitoring and evaluation
- Information
- Coordination
- Integration

In the next session, participants discussed and prepared the coverage matrix. While doing so, participants agreed to do the analysis separately for HMG and AEPC and also for promoters and BSP.

The discussions in the plenary were very lively, participatory, and also emotional at times. In spite of the facilitator trying to clarify that this was not a performance evaluation of the stakeholders, some participants insisted on trying to rank their institution higher than what others were proposing. However, the outcome appeared to be quite balanced and gave a fair picture as to who was involved in what functions. Refer below for the coverage matrix.

The main conclusions from the coverage matrix were the following:

Coverage Matrix

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
	POLICY FORMULATION	AWARENESS/PROMOTION	CAPACITY BUILDING	FINANCING	SUBSIDY DELIVERY	SLURRY EXTENSION	PER-REASIBILITY AND FEASIBILITY STUDY	R%D (LOW COST DESIGN)	CONSTRUCTION, AFTER SALES SERVICE, SUPPLY APPLIANCE	QUALITY CONTROL	MONITORING & EVALUATION	INFORMATION	COORDINATION	INTEGRATION
HMG	XXX				X	-	-	-	X*	-	-	X	X	-
AEPC	X	X	X	-		XXX	-	-	X*	XX	X	XX	XX	-
FINANCIAL COMPANIES	XX?	XX?	X	XXX	XXX	-	XX	-	-	X	-	X	XX	
BSP	XXX	XX	XXX	XX	XXX	XX	XXX	XX	X	XXX	XXX	XXX	XXX	X
PROMOTERS	XXX	XXX	X	X	-	X	X	-	X	XX**	X***	XX	XX	XX

- * Tax, Vat Exemption
- ** Because of NBPG's Role
- *** REDP's role

IN CURRENT CONTEXT HOW MUCH THESE GROUPS ARE INVOLVED IN BIOGAS SECTOR AS A WHOLE ?

- X - SOME DEGREE OF INVOLVEMENT
- XX - FAIR DEGREE OF INVOLVEMENT
- XXX - HIGH DEGREE OF INVOLVEMENT

- BSP was playing an important role in almost all functions.
- There was limited involvement of some stakeholders in quality control and M&E.
- There was possibility of cooperation among various stakeholders in some of the functions.
- There was a likelihood of transferring some of the functions currently being carried out by BSP to AEPC.

5. Organizational Assessment

After introducing the model, the facilitator proposed that given the time constraint, participants should use the Strength, Weakness, Opportunity and Threat (SWOT) Analysis to carry out the organizational assessment. He explained the concept and gave an example. Once participants felt relatively comfortable with the model, he asked them to form small groups and gave them guidelines for the group work. Four groups were formed. These were - (i) HMG/AEPC; (ii) Companies; (iii) Promoters; and (iv) Financial institutions.

After very participatory and lively discussions in the groups, participants presented and discussed the outcomes in the plenary session. The respective groups incorporated recommendations and feedback from the plenary. Refer to **Annex 4** for the SWOT analysis outcome.

6. Strategic Options

In the discussions on choice of one or two key sector organization(s), there was no consensus. Participants felt that the role and functions of each group of organizations was crucial for the promotion of the biogas sector. During discussions on this aspect, some participants proposed that there was the need for a new organization that would play a crucial role in the promotion and implementation of the program.

In order to move on to the next step, the facilitator proposed to discuss in small groups the strategic options in order to deal with the opportunities and threats. He suggested that it may be better to discuss on the proposed organization only after the strategic options were discussed.

Participants worked in small groups and came up with strategic options for each group of organizations. These were presented in the plenary and participants made their comments and provided feedback. Refer to **Annex 5** for the outcome.

7. Discussions on the Proposed Organization

The facilitator then initiated discussions on the proposed organization. Participants gave their opinions on the form, functions and nature of the organization. There was agreement on the fact that this proposed organization would focus on implementation rather than on policy and that it should be an autonomous body. It was also agreed that a feasibility study needs to be done to look at the viability of the proposed organization. Refer to **Annex 6** on the points raised by the participants.

8. Summary and Closing

At the end of the workshop, the facilitator summarized the main outcomes of the workshop as:

- a. A quick scan of the sector was carried out in a participatory manner.
- b. Participants agreed to the main functions being carried out in the biogas sector.
- c. An organizational assessment of the main groups of organizations was done using the SWOT analysis.
- d. Strategic options for the future for BSP and also the sector as a whole had been formulated.
- e. Participants felt the need for a new organization comprising all stakeholders that would take a lead role in stimulating and accelerating the further development of the biogas sector.

The SNV Energy Advisor-then made his closing remarks in which he thanked all the participants for their contribution in making the workshop a success. He remarked that the workshop outcomes would be very useful in designing the future phase of BSP and would also provide inputs to the external evaluation mission which was due to start their work from March 12, 2001.

Annex 1 - List of Participants

S.N.	Name	Organisa- tion	Telephone	Email
1	Dr. Madan B. Basnyat	AEPC	522520	energy@aepc.wlink.com,np
2	Mr. Bala Ram Shrestha	BSP	521742/ 534035	balram(3)snvbsp.wlink.com.no
3	Ms. Bindu Manandhar	BSP	521742/ 534035	snvbsD(a)wlink.com,nD
4	Mr. Binod K. Shrestha	WRC (I.O.E.)	061-20463	
5	Mr. Chandra Shekhar Mishra	NPCS	472450	
6	Mr. Felix ter Heeqde	SNV	523444	fheeqde(a)snv.ora.np_
7	Mr. Ganesh Ram Shrestha	CRT/N	260165	crt@wlink.com.np
8	Mr. Gyanendra B. Bhandari	ADB/N	252357	
9	Mr. Jaqan Nath Shrestha	CES/IOE/TU	532235	
10	Mr. Jyoti Chandra Ojha	RBB	268410	oihaic(5)yahoo.co.uk
11	Mr. Kishore Gyawali	NBPG/PGC	071-43122/ 225831	
12	Mr. Mahendra Neupane	REDP	520048/ 01161545	redDktrnOmos.com.np
13	Mr. Mathwar Singh Thapa	MoST	438895	
14	Mr. Michel Ligthart	SNV	523444	Mliqthart@snv.org.np
15	Mr. Parimal Jha	HURDEC	241282	hurdec@cesl.com.np
16	Mr. Pralhad Kr. Karki	NPCS	226873	
17	Mr. Prashun Bajracharya	NBPG	225831	nbpg@nbpg.wlink.com.np
18	Mr. Ram Chandra Subedi	BSP	521742	
19	Mr. Ram Raj Joshi	ADB/N	252358	
20	Mr. Shanker Bahadur Singh	GGC	484082	
21	Mr. Shekhar Aryal			rqqbha@mos.com.np
22	Mr. Shreekrishna Thapa	NBL	227319	
23	Mr. Sundar Pd. Bajgain	BSP	521742	sundar@snvbsp.wlink.com.np
24	Mr. Thomas Enqell	ESAP	521742	esap(5) mos.com.np
25	Mr. Willem Boers			wim@snvbsp.wlink.com.np
26	Mr. Kiran Man Singh	REDP	520048	
27	Mr. Jan Brouwers	SNV	523444	jbrouwers@snv.org.np

Annex 2 - Workshop Schedule

Part I: Tuesday evening, March the 6th.		
Time	Activity	Remarks
16.00	Departure to Dhulikhel	
17:30	Arrival at Dhulikhel Lodge Resort;	
18.00	Welcome and introduction.	
18.15	Objectives of the workshop; workshop outline: expected results	
18:45	Energy sector macro analysis; biogas sector achievements and potential.	
20.00	Dinner	

Part II: Wednesday morning, March the 7th.		
Time	Activity	Remarks
07.30	Breakfast	
08.30	Introduction of the Integrated Sector Analysis Model	
09.00	Quick scan Biogas Sector; identification of factors, output, prim/sec/tert organizations; institutional relationships	
10.30	Tea/coffee	
11.00	Sector coverage matrix; identify main functions and corresponding actors	
13.00	Lunch	

Part III: Wednesday afternoon, March the 7th.		
Time	Activity	Remarks
14.00	Organizational Assessment I; Introduction of the OA model	
14.30	Identification main groups (4) of organizations in the sector; grouping; explanation on SWOT.	
15.00	SWOT analysis on main organizations; prioritisation,	
16.30	Tea/coffee	
17.00	Presentation SWOT analysis; fine-tuning; further prioritisation; finalization.	
18.00	Summary organizational assessment I; choice sector key organization.	
19.00	Dinner	

Part IV: Thursday morning, March the 8th. Time Remarks		Activity
07.30	Breakfast.	
08.30	Presentation and recap on analysis of key-organization; adjustment SWOT and priorities; finalizing.	
09.00	Explanation on SOR exercise	
09.30	Formulation strategic options against opportunities and threats for key organization; selection of options.	
10.30	Tea/coffee	
11.00	Matching strategic options with strengths and weaknesses; development of SOR matrix.	
12.00	Formulation tentative strategies	
13.00	Lunch	

Part V: Thursday afternoon, March the 8th.		
Time	Activity	Remarks
14.00	Settlement of departure arrangements	
14.30	Translation of SOR matrix in Logical Framework	
15.30	Tea/coffee	
16.00	Summary of the workshop	
16.30	Departure to Kathmandu	
17.00	Arrival	

Annex 3 - Expectations of Participants

- Realistic planning of biogas installation over next 10 years and implementation mechanism
- Strategic Planning of biogas sector
- Clear operation modality of the sector will be identified
- Identification of possible partners in biogas/alternative energy sector
- Develop the mechanism for integrated approach for renewable energy development specially biogas
- To prepare the 10 year planning of biogas programme and development in Nepal
- Define and agree on biogas target for the 10th Five-year plan.
- To explore the future of biogas development in Nepal
- Have agreement on how to tap the potential of biogas in Nepal
- At the end of the day user of biogas must know what benefit he/she is going to get from biogas plant and where to get
- fund for installing it
- How to fulfil the demand of energy to the grassroots level?
- Plan and programme to install 2 million plants
- Integration of biogas for sustainable development
- Multidimensional utility of biogas in integrated aspects
- Reduction of cost and access for the people in general
- How to improve the low cost quality of biogas plant in Nepal then compare to broader ??country.
- Hoping that biogas project will reach in each and every households of the village and to protect the environment by saving firewood
- Better coordination between different actors is needed to promote biogas in the country
- One and only facilitator/coordinator to act as a bridge between the companies and HMG/Donors for the promotion of biogas in Nepal
- How can biogas be a sustainable, cheap, renewable and poor oriented projection comparing other resources of energy
- Biogas plant construction should be cheaper so that the grassroots people can effort to install on their own cost
- Biogas technology will reach to poorest of poor and backward families and well.

Annex 4 - SWOT Analysis

HMG/AEPC

Strengths	Weaknesses
<ul style="list-style-type: none"> - Supportive to programme with allocation of sufficient budget - Long term support - AEPC as central point for RET 	<ul style="list-style-type: none"> - Not well defined responsibilities and limited delegation - Insufficient budget: <ul style="list-style-type: none"> - infrastructure - quality of staff - Frequent change of staff on administrative & political grounds - Indiscriminative Government policies <ul style="list-style-type: none"> - Recruitment - Monitoring & Evaluation - Slow Response
Opportunities	Threats
<ul style="list-style-type: none"> - Provide Energy to rural people - Low cost, appropriate technology for energy - Generation of employment - Improvement of environment <ul style="list-style-type: none"> - micro-farm - meso - country (forestry, health etc. - macro - global (climate change) - Organic fertilizer - reduce C.F. <ul style="list-style-type: none"> - organic farming - increase of cash crop - CDM & GEF - Improve quality of life for women - Rural Energy Fund - Supports general development - Platforms (NPC & AEPC) for coordination 	<ul style="list-style-type: none"> - Land use change - less cattle - ICS - competition - LPG & kerosene competition - Insufficient coordination between ministries - Insufficient political support to finance growth of the programme

Group Members: Mr. Felix ter Heegde, Dr. Madan B. Basnet, Mr. Pralhad Karki, Mr. Thomas Engel, Mr. M.S. Thapa, Mr. Upendra Mishra.

Financial Institutions

Strengths	Weaknesses
<ul style="list-style-type: none"> - Government priority programme - Nationwide networking (approx.>1500 branches) - Well established system/procedures - Experienced & well trained human resources - Sufficient Loan for biogas (there is no fixed budget, open budget, no restriction for sanctioning the biogas plants) - Proper loan utilization 	<ul style="list-style-type: none"> - Small size of loan and scattered loan - High delivery/lending cost - Complicated subsidy management/reconciliation (difficult to understand, three sources of loans are: 5NV, KfW, HMG, difficult to administer) - Poor motivation of bank staff with regard to biogas - High cost of capital (loan taken @10% but in open market, bank can get at 5-6% interest) - Inadequate M&E - No insurance scheme
Opportunities	Threats
<ul style="list-style-type: none"> - Socially accepted project (no objection on attachment of toilets) - Subsidized project, because of which more and more demand - High potential for investment - Promotional activities done by outsiders e.g. BSP, Companies 	<ul style="list-style-type: none"> - High degree of insecurity for feasibility visit - Uncertainty of subsidy provision - Fragmentation of land holdings - Low sales service after warranty period of 3 years - Future role of BSP for biogas development?

Group Members: Mr. R.R. Joshi, Balaram Shrestha, JC Ojha, SK Thapa, Michel, G Bhandari

Companies

<ul style="list-style-type: none"> - Permanent manpower (trained and experienced) - Knowledge of market - National network - Clear mission, are going for profit - Delivery of quality biogas plants - Production of quality appliances - Facilitate for loans - Flexibility to respond on market development - High percentage of temporary staff (therefore flexibility in off-season) 	<ul style="list-style-type: none"> - High turnover of staff - Seasonal mode of operation - Poor organisational structure - No proper business planning - Difficult to sustain - Low investment capacity
Opportunities	Threats
<ul style="list-style-type: none"> - Growing market (20% annually) - Credit availability - Coordination with INGOs & stakeholders & concern organisation - Prioritised sector by government 	<ul style="list-style-type: none"> - Company Act & Labour Act - Lack of safety net in case of production decrease - INGOs¹ interest with companies - Lengthy lending process of bank - Unhealthy competition - Subsidy (restriction & declining down) - BSP IV? (uncertainty about BSP's future)

Group members: Mr. R.C. Subedi, Mr. Kishore Gyanwali, Mr. S.B. Singh, Mr. Shekhar Aryal, Mr. Willem Boers

Promoters

Strengths	Weaknesses
<ul style="list-style-type: none"> - Resources, for training, quality technician - Direct link with users - Recognised organisations <li style="padding-left: 20px;">Data base & documentation (good) - Appropriate quality management - Access to information - Replicable technology - System has been established - Staff dedicated, trained, career opportunity <li style="padding-left: 20px;">Access to users/community - Local level institution development - Strengthening of users' capacity - Access building to media - HRD to different levels - Technology transfer - Direct link with companies and stakeholders - Information dissemination to internal as well as external 	<ul style="list-style-type: none"> - No network - Only focus on limited sector - No integration with other activities - 100% not achieved as target - Not strong in R&D - Time bound - Inadequate capital/revolving fund - Lack of effective marketing strategy - Lack of co-ordination among promoters - Not well informed about slurry and its use - Lack of confidence about research results in local level, especially for slurry programme
Opportunities	Threats
<ul style="list-style-type: none"> - Big potential - Appropriate technology for Nepal - High environment impact - Favourable policy - Many donors willing to support - ISO certification 9002 - Leading institution for Biogas sector - Growing nos. of companies - Employment opportunities 	<ul style="list-style-type: none"> - Security problem i.e. Maoist - No long term subsidy policy - Not clear long term strategy - Flexible rate of Quotation

Group members: Prof. Jagan Nath Shrestha, CES/Mr. Sundar Bajgain, BSP/Mr. Mahendra Neupane, REDP/Mr. Ganesh Ram Shrestha, CRT/Mr. Binod K. Shrestha - WRC/IOE/Mr. Prashun Bajracharya- NBPG

Annex 5 - Strategic Orientation

Financial Institutions

MAJOR OPPORTUNITIES/THREATS	STRATEGIC OPTIONS
1. Subsidized plant	1. a. Integrated approach for sustainable development. (GAs) - Easy Loan processing - Easy sanctioning of livestock loan - High value crops - Aquaculture - Subsidy for toilet attachment b. Technological development for low cost plants (R & D) a. Promote more biogas during subsidy period
2. High potential for investment	2. Fixing targets for biogas installation at upper level
3.1 Fragmentation of land holding 3.2 No after-sales service after warranty period 3.3 Future of BSP	3.1 Community large scale plant (3 & above) 3.2 Introduction of insurance scheme after warranty period by utilizing participation fee 3.3 Transferring the responsibility of BSP to the proposed organisation gradually (banks will participate as a stakeholders as before)

Promoters

OPPORTUNITIES/THREATS	STRATEGIC OPTIONS
<ul style="list-style-type: none"> - No long term policy of subsidy - No clear long term strategy - Big potential - Appropriate technology for Nepal - High environment impact - Favourable Policy - Many donors willing to support - Leading Institute for Biogas - Growing numbers of companies - Employment opportunities 	<ul style="list-style-type: none"> - Low cost design - Local resource mobilization (DDC/VDC) - Micro credit - Integrated approach for commercial - Minimum rate of interest as per ADB/WB - Simplify financial procedures [Decentralization of authority to branch office] - Carbon credit * We should have clear-cut 20 year vision, mission and plan to execute it including an organisational framework * Needs realistic planning and operational strategy for tapping potentials * Alternate effective design for low-cost industrial application and community plants * CDM, Carbon Credit, Climate change, GEF * Mobilize DDC/VDC fund, local resources * Integration with the inter-sectoral development, policy & programme (MoA, MoPE, MLD, MWD, MoST etc.) * Coordinated effort required * Proper organisation framework essential * Strengthening the capacity & capability * CTEVT certification for skill testing * Enhance employment opportunities

Companies

OPPORTUNITIES/THREATS	STRATEGIC OPTIONS
<ol style="list-style-type: none"> 1. Growing market 2. Credit availability 3. Coordination with concerned organisations 4. Prioritised sector by government 5. Lack of safety net in case production declines 6. Different INGOs¹ interests 7. Unhealthy competition 8. Subsidy (restriction & decline) 9. BSP IV? 	<ol style="list-style-type: none"> 1. Increase managerial & organisational capacity 2. More active participation of existing financial institutions and involve other financial institution like cooperatives, rural development bank, INGO/NGO 3. Involve members from different stakeholder (companies) inn BCC (National level) - Regular (quarterly) meeting of BCC (National level) - Establish regional & local level BCC as required. 4. Consolidate & expand advantages 5. Develop safety fund 6. Better coordination between INGOs & companies and develop the program in an integrated approach 7. Better coordination and strict rules and regulation should be formulated (NBPG) & followed. 8. Develop low cost biogas plant 9. BSP (IV) should be continued with a better and effective model with selective functions

Government

OPPORTUNITIES/THREAT	STRATEGIC OPTIONS
<ol style="list-style-type: none"> 1. Rural energy provision through low-cost appropriate technology 2. Improvement of environment <ol style="list-style-type: none"> a. MICRO b. MESO c. MACRO 3. Efficient provision of RE funding 4. Improve coordination between ministries by using platforms (/AEPC/NPC) more efficiently 5. ICS competition 6. Insufficient political support to finance growth of the biogas programme 	<ol style="list-style-type: none"> 1. Government to develop a National Rural Energy Policy/Master Plan Development/improve M & E capacity. Capacity building at Regional and Central level for Energy Sector Planning 2. <ol style="list-style-type: none"> a. Local energy assessments/develop local extension & knowledge frameworks b. Coordination with Energy with Health, Agriculture, Forestry sectors c. N.E.P. + preparation for CDM + GEF funds 3. R.E.F. for subsidy channelling, credit facilitation & CDM monitoring .4. Do it 5. Energy planning with ICS as bridging technology 6. Communication, awareness program, National energy policy

Annex 6 - Discussions on the Proposed Organization

NAME OF ORGANIZATION

- Biogas Promotion Center (BPC)
- Biogas Development Agency (BDA)

TYPE OF ORGANIZATION

First Option

- Sub-Board under the AEPB (Alternative Energy Promotion Board) with nine members representing the following:
 - o Companies
 - o AEPC
 - o Banks
 - o Donors
 - o Academic institutions

Five persons should be from the private sector in this sub-Board.

The advantage of this option is that it has direct linkage with the government and has more clout.

Second Option

- A new organization with full autonomy and minimum interference of government though it will be involved
- It should function fully independently like BSP is doing now It should be involved in implementation
- Government's role should be limited to policy formulation, creation of an enabling environment and coordinating/mobilizing donor support

In either case, there should be district level committees and the DDCs should be fully involved. There must be integration with the DDC-level planning.

PROPOSED FUNCTIONS

- Policy inputs
- Implementation
- Monitoring and evaluation
- Planning
- Fund flow channelizing
- Coordination
- Supervision
- Quality control

QUESTIONS TO BE ADDRESSED

- Will government accept such a new body/organization?
- How to minimize government influence/interference?
- Can this body take over the functions of BSP in a year or two?
- How can BSP transform into this body?
- What kind of functions will this body be responsible for?
- Who is going to pay for it?

OVERALL RECOMMENDATIONS

- Carry out a feasibility study for the establishment of this body.
- There is need for a transition phase of sufficient duration before this body can take over.