



Society of Ex-Budhanilkantha Students



Institutional Appraisal and Constitution Amendment Recommendation

FINAL REPORT

September 2021 (Bhadra 2078)

Submitted by:

Constitution Amendment Recommendation Taskforce 2020/2021

INSTITUTIONAL APPRAISAL AND CONSTITUTION AMENDMENT RECOMMENDATION

FINAL REPORT
September 2021



Kathmandu, Nepal

MESSAGE FROM SEBS PRESIDENT

Established in 1982, Society of Ex-Budhanilkantha Students (SEBS) has been serving its members, community and the nation for nearly forty years. 24 presidents and various executive members under their leaderships have served the organization. Started and established by a few hundred alumni of Budhanilkantha School, SEBS has more than 5,000 members from 45 batches of students.

A member-based volunteer organization, SEBS has faced numerous challenges in the past. Although the immediate obstacles faced by the individual Executive Committees have been addressed or changed, fundamental challenges remain. With a very strong and well-connected network of members all over the world, SEBS is a fundamentally strong and resourceful institution. SEBS membership not only varies geographically but equally in ideology, gender, age group, education, class, and other social identities. This diversity has always been an asset of SEBS but at times created challenges. With the ever-increasing membership and diversity, our strengths as well as challenges are increasing. So, it may be time to look at ourselves, SEBS, from an institutional and organizational viewpoint and ask a few questions such as: Who are we? Where do we stand? What do we need to do? Where do we need to move to?

In the past, there have been questions challenging our own existence, and the current Executive Committee (2019/2021) decided that this was the right time for SEBS to have an institutional appraisal to understand its institutional framework, analyse gaps and shortcomings, and build on its strengths. The proposal by the Executive Committee to form the *Constitution Amendment Recommendation Taskforce* was unanimously approved by the 38th SEBS AGM held in August 2020. Following the AGM, the incumbent Executive Committee of the SEBS formed the taskforce in October 2020, with the dual objectives of (i) conducting an institutional appraisal of SEBS and (ii) providing recommendations to the Ex-Comm on the amendment the SEBS constitution to make it more responsive to the current context. The task force comprised 13 members and Santosh Bisht (131A) and Bishan Wagle (952B) co-chaired it. I would like to thank all the taskforce members for the time and effort they have put in completing this very important and daunting task. Special thanks to the Co-Chairs for their leadership in bringing the team together and putting all the effort into making the report as it is now. I would also like to thank Bijaya Shiwakoti (355C) for all the hard work in compiling the document and assisting with logistic coordination.

The taskforce worked rigorously and communicated with various stakeholders, including the general SEBS members using feedback forms. I believe the taskforce's efforts to incorporate feedback from multiple stakeholders including other SEBS-related entities, Budhanilkantha School staff, and alumni makes this report and the recommendations relevant to the needs of SEBS. This report is a valuable intellectual asset of SEBS that provides a guideline for further strengthening the organization. The Ex-Comm is committed to taking the report's findings and recommendations and present amendments to the SEBS constitution.

The Executive Committee strongly believes this report as one of the milestones in the SEBS organizational history and recommends the implementation of the recommendation as early as possible and appropriate. I am confident that future leadership and Executive Committees will acknowledge the work performed and implement the recommendations.

Once again thank you taskforce members for your work.

Rastra Bhushan Khadka, 267B
President, Society of Ex-Budhanilkantha Students (2019-2021)

Table of Contents

MESSAGE FROM SEBS PRESIDENT	ii
LIST OF FIGURES	v
LIST OF ABBREVIATIONS	vi
ACKNOWLEDGEMENT	vii
SUMMARY	1
BACKGROUND	2
SEBS Constitution Amendment and Institution Appraisal Taskforce mandate	2
Context	2
Methodology	3
SECTION I – BACKGROUND OF BUDHANILKANTHA SCHOOL	4
Establishment of the school	4
The Evolution of Budhanilkantha School	5
Governance and Support Structures	6
Philosophy, Goals, and Objectives:	6
Challenges and Opportunities	7
Role of Society of Ex Budhanilkantha Students (SEBS)	8
SECTION 2: SOCIETY OF EX. BUDHANILKANTHA STUDENTS (SEBS)	10
2.1 INSTITUTIONAL DEVELOPMENT	10The Evolution and Development of SEBS
	10
SEBS Mission, Vision, and Objectives	11
SEBS Formal Institutional Structures	12
SEBS International Presence	12
Other SEBS-related Structures	14
2.2 CONSTITUTION	15SEBS Constitution
	15
SEBS Strategy	16
Relationship with SEBS entities	16
Constitutional Amendments	16
Institutional Options	17
Federal, Provincial and Local Government Acts and Regulations	17
2.3 SEBS ORGANIZATIONAL STRUCTURE	18SEBS Executive Committee
	18
Additional Formal Committees	19
SEBS Advisory Board and Council	19
SEBS Complex (Building)	20
Staffing and Office Administration	20
Membership Database	21
SEBS' Relations with its Members	21
Communication with the Members	22
Knowledge Management	23
Planning, Budgeting and Financial Management	23
SECTION 3: ACHIEVEMENTS AND CHALLENGES	25
Achievements	25
Challenges as an Institution	26
SECTION FOUR: CONCLUSION	29

SECTION 5: SUMMARY OF RECOMMENDATIONS	32
Improve institutional coherence	32
Organizational Development	33
Membership	34
Cross-Cutting	34
ANNEXES	36
Annex I: Terms of Reference	36
Annex II: Members of the SEBS-Constitution Amendment Recommendation Taskforce-2020/2021	41
Annex III – Institutional Appraisal and Constitution Amendment Checklist and Process Questions	42
Annex IV: Survey Results	47
Annex V – Workshop Participant List	52
Annex VI – List of People Consulted	53
Annex VII – Key provisions in SEBS Constitutional Amendments	54
Annex VIII – SEBS Constitutional Amendments – 3 Column Form (<i>Tin Mahale</i>)	60

LIST OF FIGURES

Figure 1: Actor Mapping	17
Figure 2: Forms of Cooperation and Coordination	19
Figure 3: Organizational Functions	27

LIST OF ABBREVIATIONS

ASCOL	Amrit Science College
BBC	Budhanilkantha Business Savings and Credit Cooperatives Ltd.
BNKS	Budhanilkantha School
BOT	Board of Trustees
DAO	District Administration Office
FOBS	Friends of Budhanilkantha School
EX-COMM	Executive Committee
KII	Key informant interview
MOEST	Ministry of Education, Science and Technology
MOF	Ministry of Finance
SEBS	Society of Ex-Budhanilkantha Students
SEBS-NA	SEBS-North America
SEBS-AU	SEBS Australia
SEBS-UK/Europe	SEBS-United Kingdom/Europe
SMC	School Management Committee

ACKNOWLEDGEMENT

The Institutional Appraisal and Constitution Amendment Recommendation Taskforce (CART) Report is the result of a study carried out and initiated by the Society of Ex-Budhanilkantha Students' (SEBS) Executive Committee (Ex-Comm), in collaboration with alumni from different batches. The study included consultative processes such as workshop, survey, and key informant interviews (KIIs). The report is a culmination of the effort and expertise of multiple individuals of the taskforce, alumni, and Ex-Comm. It analyses the various institutional, organizational, and constitutional challenges, and offers practical recommendations. As SEBS continues to grow and evolve, the analysis and lessons learned during the study will be important for the Ex-Comm, SEBS members, and SEBS-related entities. The report will help in the review and revision of institutional and organizational structures, amending the constitution, and enable SEBS to be more effective. The findings will also enable SEBS to self-assess and address gaps to better serve its members.

I would like to take this opportunity to thank SEBS President Rastra Bhusan Khadka (267B) and the entire Ex-Comm for providing us this opportunity to conduct a comprehensive institutional appraisal and provide recommendations for constitution amendment and organisational development. Thank you to all the section leads, Gyanendra Raj Pandey (900A) for providing insight into his section as well as extending support to others. Gyanendra was a source of great inspiration. I would like to thank Bishan Wagle (900B) for the support he extended throughout the process right from the stage of conceptualization; Supun Dahal (4000D) for her contributions and being exceptionally patient and coordinating with the entire team; Shyam KC (200A) who provided many insights on the mechanics of SEBS and advised me continuously all the way from the US; Bimal Kumar Khadka (300A) for his support and keeping me motivated; Srijana Chettri (500B) for her strong commitment and critical analysis. I also would like to thank Jyoti Pandey (300C), who was the architect for the survey and came up with insights that helped in deepening our analysis; Saugat Lama (600C) for his coordination and being the bridge with the Ex-Comm. I also would like to express my gratitude to Avash Pandit (800C), who was the force behind getting legal insights for the constitutional amendments provided feedback during the workshop which was of a great help; Anup Uprety (6000D), who supported and kept the study moving; and Anjeela Rijal (9000D) who provided contribution in the section on formal structure. Without the professionalism of these team members, the report would have been incomplete. Their commitment to work for SEBS voluntarily is highly appreciated.

Thank you to everyone who actively participated in the validation workshop held on 24 April 2021, and provided much-needed energy and the enthusiasm. My thanks to former SEBS presidents Gyanendra Raj Pandey (900A), Bishan Wagle (900B), Sneedha Mainali (100C) and Tejsu Malla (200C) for actively contributing to the discussions at the workshop. My appreciation to Co-Chair Bishan Wagle (900B) who worked under tremendous pressure to get the process on track. It was a pleasure having him as the Co-Chair. His support from day one in preparing the checklist, getting the report on track, and his excellent facilitating skills helped me significantly, and his rigorous, intelligent, and incredibly useful feedback was of enormous help. Last but not least, special thanks to Bijaya Babu Shiwakoti (300C), Member Secretary of the taskforce, who coordinated tirelessly with the section leads, SEBS President, Principal and staff of Budhanilkantha School, former principals, and other stakeholder during the process and aligned findings of various sections. Without his support, it would have been difficult to reach this stage of completion. He has been the pillar of this study and the main thread in bring and integrating all ideas in one bead. We hope you will find this report useful and that it will be used for future reflections and restructuring.

Santosh Bisht (131A)

Chairperson, SEBS-Constitution Amendment Recommendation Taskforce 2020/2021

SUMMARY

SEBS has a long history of nearly 40 years since its establishment in 1982. Initially conceptualized and established by the two senior-most batches (100A and 200A) of Budhanilkantha School (BNKS) with less than 200 members in 1982, its general membership has grown to over 4,500 SEBSers from 40 batches of students from Budhanilkantha School in 2021 (2000E batch being the latest graduating batch). As a volunteer-based organization, it has seen its fair share of ups and downs. This report documents its origin, background, and history and lessons learned of SEBS as an organization. This Institutional Appraisal and Constitution Amendment Recommendation Taskforce report is an account of SEBS experience in four decades of operation, current status, issues and challenges, and provides recommendations for way forward as we move ahead.

This report is divided into **five** sections: the **first section** provides a picture on the **background of BNKS** and dwells on the evolution, philosophy, how the school was conceptualized, and the driving forces that led to the establishment of a national school that was pitched on fostering social inclusion. **Second section** onwards, the report focuses on **SEBS**, starting with outlining various **institutional structures** and how various structures relate and interact with each other. It provides information on how SEBS was conceptualized and how it has evolved over the years as a structure that has established its roots and has members in across the world. The section also addresses the **constitution** and elaborates various mechanisms in place. It also elaborates various options for SEBS for amendments. This is followed by an examination of the **organizational structures**, which largely explains how SEBS has organized itself to be able to cater to its members and portrays a picture of the organization culture. The **third section** includes a summary of the **achievements and challenges** that has been part of SEBS journey thus far. The **fourth section** offers a **conclusion of the appraisal process** followed by the **section five** which lists a **set of recommendations** that will support SEBS to make amendments, develop further policies where necessary, and restructure the organization.

This exercise ended up taking longer than originally planned. Although similar exercises have been carried out in the past, they either have been incomplete or did not reach the desired outcome. To this end, SEBS as an institution is at a crossroads facing multiple challenges and at a turning point wanting to take stock and formulate a plan to address gaps and areas of improvements. This is where the taskforce hopes that the findings and recommendations included in this report will enable SEBS to better focus on its three objectives and prepare its way forward to better serve its 4500+ members.

As SEBS continues to grow annually and heads toward its 40th year of existence, the analysis and lessons learned during the study will be important to both the SEBS Ex-Comm and its members, along with other SEBS-related entities in the days ahead. We hope the report will help in the review and revision of SEBS-related institutional and organizational structures, enhance working culture, and strengthen the constitutional processes and contribute to making SEBS more effective. We hope this report will also create opportunities for SEBS to self-assess their work, recognize the gaps so that they can address it to better serve over 4,500 members, the alma mater, BNKS, and the Nepali society as a whole and to make us all proud.

BACKGROUND

SEBS Constitution Amendment and Institution Appraisal Taskforce mandate

Following the deliberations and unanimous decision during the 38th Annual General Meeting (AGM) held on August 22, 2020, the SEBS Ex-Comm formalized the formation of the SEBS Constitution Amendment Recommendation Taskforce to appraise the organization's institutional framework, analyse gaps and shortcomings, and recommend necessary and timely amendment in its existing constitution to make SEBS more relevant to the contemporary contexts and better able to serve its 4500+ and growing members and our alma mater. On October 11, 2020, after discussions with batch representatives and individual SEBS members (SEBSers), the Ex-Comm appointed members to the taskforce. Following SEBS' official public announcement of the formation of the committee and official email communication to the members of the committee by the SEBS President, the taskforce officially commenced work on October 12, 2020. A detailed Terms of Reference (Annex I) was agreed between the Ex-Comm and the taskforce outlining the mandate of the assignment. The taskforce had 12 members representing all the five generations of BNKS (See Annex II for a list of members). Santosh Bisht (100A) and Bishan Wagle (900B) co-chaired the taskforce.

Context

The institutional appraisal of SEBS was deemed necessary primarily because it has been almost 40 years since SEBS was established and during this period SEBS has evolved as an institution with a global base, with its work and the mandates widening drastically. In the past, there have been efforts to undertake similar exercises. However, those past exercises either have been incomplete or did not reach the desired outcome. To this end, SEBS as an institution is at a crossroads facing multiple challenges and at a turning point wanting to take stock of the efforts and progress thus far and formulate a plan for addressing gaps. Over the years, there have been multiple voices for change in the way SEBS operates, its priorities, and the SEBS constitution. The constitution has been amended thrice but these were done on an ad-hoc basis without much research, and it has been a challenge to locate all the amended versions of the constitution.

The intention of this institutional appraisal is to have a better assessment of the challenges within SEBS and how the internal and external environment affects the workings of SEBS. The understanding of these gaps and challenges will support the constitution amendment process. The institutional appraisal has generated an array of complex information that will contribute to a better understanding of the performance and developmental progress of SEBS over the years. Similarly, during the appraisal process it was noticed that forces outside of SEBS have considerable bearing on that what transpires within. The external environment has had both facilitating and inhibiting influences on SEBS' performance; it has shaped how SEBS defines itself and how it articulates what is good and appropriate to achieve.

It is hoped that this report will contribute to a deeper understanding of how SEBS functions and the multiple challenges it has to overcome. A better understanding will contribute to SEBS' constitution amendments, to further strengthen the institution giving clear directions for the organization and various entities related to it and other organizations affiliated to SEBS, and finally to prepare a coherent policy document which clearly defines various committees' objectives and tasks.

Methodology

The methodology of the appraisal included a mix method of qualitative and quantitative approaches. The taskforce discussed and refined initial questionnaires (Annex III) for the appraisal. The taskforce conducted key informant interviews (KII) with various individuals related to BNKS, facilitated individual discussions with former Ex-Comm members, reached out to past presidents, and administered a survey¹ which was open to all SEBS general members to get feedback from the wider SEBS community. The findings from the were refined during a validation workshop. Although a focus group discussion with key SEBS-related entities abroad was planned, it could not be carried out due to scheduling conflicts with their representatives.

¹ SEBS received a total of 174 responses, possibly the most participatory response to SEBS efforts for consultations with its members till date. The results were a great source of information and added multiple voices to this process.

SECTION I – BACKGROUND OF BUDHANILKANTHA SCHOOL²

In 1964, the Late King Mahendra in consultation with Lynndon Clough, the British Council representative, conceived the idea of establishing a model school that would provide quality all-round education to meritorious students from every walk of life in an environment that fosters unity in diversity. In 1972, Budhanilkantha School, modelled after the Eton College, UK, was established through the financial and technical support of the United Kingdom government. In 1973, academic sessions started for 82 male students. Some of the rationales for requesting this assistance were to build a school for the king's grandson (then crown prince) to be able to access quality education within Nepal with people of all backgrounds, prepare educated human resources within Nepal, promote national pride, and leverage support from the international community for education³.

Establishment of the school

The Government of Nepal and the British Government, represented by the Ministry of Finance and the British Council respectively, were the primary stakeholders in the endeavour to establish Budhanilkantha School in February 1972. The school's first constitution was printed on the Finance Ministry's letterhead. There was also a Budhanilkantha School section headed by a section officer within the Ministry of Education, which was later abolished. The royal palace was a key entity in the establishment and operation of the school while the princes were studying there. John B. Tyson, Principal of Budhanilkantha School, coordinated the site selection and other initial activities while Dr. Suresh Raj Sharma, Member Secretary of the National Education Committee, played a critical role in facilitating this endeavour and also served as the Chair of the school's Board of Governors in the initial days. The then Education Minister Keshar Bahadur Bista also played a positive role. Narsingh Narayan Singh, who became the Secretary at the Ministry Education, and Suresh Raj Chalise, who chaired the Board of Governors, also played critical roles at various times of the school's operation.

The Nepali and British governments played complementary roles in the school's establishment. The Nepali government acquired land for the school construction as per the notice published in the national gazette in 2025 BS (1969), paid for the salary of the Nepali staff, and set up a development fund to cover other expenses of the school. In 2054 BS, the land ownership transfer was completed in government records. The British government provided financial and technical support: they funded the school's construction based on the design prepared by British experts, the salary of the British staff at the school, and the teacher training program in the UK.

During the time of establishment, the management structure of the school constituted of a Board of Governors (BoG) that would provide policy guidance to the school with the Headmaster and the Bursar responsible for overseeing the day-to-day activities. The Ministry of Education appointed members of the BoG on the recommendation of then Royal Palace. Initially, the British Council Director and later the British Ambassador was also represented in the BoG, along with representatives from the Ministry of Finance, private secretary of His Majesty the King, representative of Budhanilkantha School, and a parents' representative. The school headmaster led the academic affairs and the bursar headed the

² This section is primarily based on interviews with the present and former school principals. KIL, Hom Nath Acharya, Principal, and Deepak Kayastha, Vice Principal, April 2021.

³ US support was enlisted for other educational projects like Tribhuvan University's Sanothimi Campus and Laboratory School.

administrative affairs, and the heads of Houses oversaw the pastoral management system, and the Heads of Departments managed the educational aspects. This system prevails up to this day.

The Evolution of Budhanilkantha School

According to the initial agreement⁴, British involvement in the school was supposed to be completed by late 1980s. It was extended⁵ up to 1994, reportedly because the royal family members were



set to complete their School Leaving Certificate (SLC) education by 1994. However, the school does not have any official records⁶ of the agreements prior to 1983 because they used to be maintained by the Ministry of Education and have not been handed over to the school and might have been lost during the relocation of the Ministry's office from Keshar Mahal. In 1994, the management of the school was handed over to the Nepali government. In 2059 BS, the school was incorporated as a public educational trust as per the amended Educational Act 2028 (1971).

The school introduced the University of Cambridges' General Certificate of Education Ordinary-Level (O-Level) program in 1985 and the Advanced-Level (A-Level) program in 1986. In 1991, the school became a co-educational institution with the enrolment of 14 female students in O-Levels. In 1993, female students were enrolled in all classes, except Classes 9 and 10. From the first group of 83 male students in 1973, the school has been expanding gradually, with building construction for residential and classrooms increasing in a phased manner. For the academic year 2020-21, the total number of students enrolled at the school is 1092 (452 girls, 640 boys).

Governance and Support Structures

Since 2059 BS, BNKS is governed by the Constitution of Budhanilkantha School Public Educational Trust, 2059 BS. The school's apex governing body is the Board of Trustees (BOT)⁷, chaired by the Secretary of the Ministry of Education, Science and Technology (MOEST) and includes representative from the Ministry of Finance (MOF); representatives of the alumni body (SEBS), parents' body (Friends of Budhanilkantha School, FOBS), local municipality (Budhanilkantha Municipality), social workers, and education experts appointed by the BOT. The BOT provides policy-level clarity for the school and approves the budget. Other key steering structures consists of the School Management Committee (SMC) chaired by the Joint Secretary of the MOEST, with representatives from the MOF, alumni body, parents' body, social workers, and education experts appointed by the BOT. The SMC is involved in formulating policies and in executing the operations of the school as per the rights and responsibilities enshrined in the school constitution,

⁴ KII, Deepak Kayastha, Vice Principal, Budhanilkantha School, April 2021.

⁵ Ibid.

⁶ Ibid.

⁷ <https://bnks.edu.np/#/about-us/board-of-trustees-bot>

bylaws, and BOT decisions. It is mostly engaged in the day-to-day management of the school and decision making on how to best operate the school. Additional key support structures for the school are the MOEST, MOF, the local municipality, FOBS, and SEBS.

The principal is the main person responsible for overseeing the day-to-day administration of the school and is supported by two Vice Principals in academic areas and a Chief Administrative Officer in administrative aspects of the school. Additionally, the Senior Management Team (SMT) guides the overall management of the school with the support of Heads of Departments in academic affairs and Heads of Houses in pastoral management. There is a staff and teacher by-law, which provides guidance for their roles and responsibilities and remuneration while working at the school.

Philosophy, Goals, and Objectives:

The philosophy of the school is that the graduates should lead the nation in all fronts; quality education should be provided to meritorious students through scholarship programs; focus on ensuring social justice; students of every background living together promotes national unity. The initial goal of Budhanilkantha School was to prepare educated human resources and promote social integration. Similarly, the objectives of the school were to identify talent from all classes, communities, creeds, and geographical areas in Nepal, and provide them with a good educational environment that would help them to realize their potential. The school provided scholarships to ensure social justice and to create an environment where everyone would come together to learn.

The school was initially an all-boys school, modelled after Eton College, a boys' residential school in the UK. At the time of the school's establishment in 1972, there were low levels of social awareness on the need for girls' education, although a few residential schools for girls had been established,⁸ and it was not considered conducive to have a co-educational residential school as separate hostels for girls had not been planned. The Vice Principal Mr. N.P. Sharma at the time of the initial enrolment of girl students in 1991 said that they were apprehensive about whether parents would send their daughters to study in a co-educational residential school. He also suggested that during the initial days of the school establishment, there was an understanding that an all-girls school would be established at a later date.

Around the 1980s and 90s, the British government encouraged the Nepali government to enrol girls at the school and the Nepali government might have been somewhat resistant to the idea, but they were not completely against it. As the campaign for girls' education intensified, the Nepali government requested the British government to help with setting up an all-girls' residential school. That could not materialize and as a compromise Budhanilkantha School started enrolling female students.⁹

Challenges and Opportunities

Prior to the restoration of democracy in 1990, the royal palace had a keen interest in Budhanilkantha School as three princes, including the Crown Prince, were enrolled at the school. After 1990, political leaders considered it to be an institution close to the royal family and did not pay due attention to it. Much of this inclination could have stemmed from the lack of sufficient understanding behind the establishment of the school. Ironically, the idea of opening schools like Budhanilkantha School across Nepal features in

⁸ St. Mary's School was established in 1955 and Mahendra Bhawan Girls School in 1957.

⁹ KII, Keshar Khulal, former Principal, March 2021.

the campaign speeches of many politicians. The school itself holds great respect within the society, and to date, it is partially funded by the Nepali government through the MOEST.

After the British government handed over the school's management to the Nepali government in 1994, the overall governance and management system gradually changed. The MOEST started to have much more influence in its day-to-day management. After the 2001 royal massacre, some locals who lived around the Budhanilkantha School area contested the narrative of Budhanilkantha School because they believed that although they made significant contributions toward its establishment, they could not reap optimum benefits from the school. Similarly, staff unionization also affected the school operations to some extent. The unionization had both positive and negative impacts; while the staff/teachers' union provided a strong bridge between the teachers and the school management that ensured the rights of the teachers, it also created political segregation culminating in divisions within the teachers, which at times proved to be a setback to the proper functioning of the school.

After the 2006 People's Movement and ensuing significant and historical political changes in Nepal, including the abolishment of monarchy and declaration of a republic during the peace process (2007-2015), the school faced more challenges including the change in the people and structure of representation in the governing bodies, BOT and SMC, with more competing interests involved in the decision-making and school operation processes. With the promulgation of the Constitution of Nepal 2015¹⁰, Nepal transitioned to a three-tier federal government system with the local government being accorded more power. According to the Constitution's Schedule 8 and Local Government Operation Act 2017 basic and secondary education is included within the remit of local governments. However, the school continues to be under the federal jurisdiction with the MOEST Secretary chairing the BOT. Following the local level elections held in 2017, the Mayor of Budhanilkantha Municipality was also included as a BOT member.

Financial and human resource needs have always been a challenge for the school since its establishment. Post 1990, with the mushrooming of private schools that provide better pay and benefits, Budhanilkantha School has been forced to constantly compete with private schools to attract students as well as retain human resources. The school is constantly challenged to keep abreast of the multiple new schools that are in a much better position to provide quality education. Similarly, the high staff transfer and turnover in the federal ministries has a direct impact on the school; when there is a change in the government, and a resulting change in the BOT and SMC, ideas and direction change causing hindrances in progress of the school. One of the unique foundations that Budhanilkantha School was established on was to have a student population that reflected Nepal's social diversity, and this continues to be the main objective. This needs to mirror in the staffing structure as well but somehow this ethos does not appear to be at the forefront at the school's steering structures and workforce. Such factors often have posed challenges to the smooth functioning of the daily administration.

Since its inception, Budhanilkantha School has come a long way facing multiple challenges within the school and externally. Though slowly waning, the school continues to garner respect and hold on to its legacy as a great school. One of the major constraints the school faces in providing quality education is the fact that the school is under-resourced. As the education system has changed over the years,

¹⁰ <https://www.lawcommission.gov.np/en/archives/category/documents/prevaling-law/constitution/constitution-of-nepal>

especially after 2015, it must keep up with the aspirations of the new generations, unfolding federalization process, and the need for modern teaching methods, all of which require significant investment in human resource and state-of-the-art educational infrastructure. The school has the opportunity to go beyond conventional teaching and evolve into a centre of innovation where students can thrive to become responsible and productive global citizens.

Among the school's strengths, one can include its philosophy, the residential set up, open spaces, cross-cultural setting, representation of all 77 districts, geographic areas, religions, and classes, and attempts to treating everyone equally. Additionally, the school's brand and good will, national school designation, access to the MOEST, its status as a public education trust, ability to ask the state for additional support if the right vision, program, and intention is present, availability of land, national and international level network of alumni, and alumni endowment fund are other strengths of the school.

Role of Society of Ex Budhanilkantha Students (SEBS)

Budhanilkantha School recognizes the role of SEBS as an integral stakeholder in the overall development of the school. A representative appointed by the SEBS Ex-Comm represents SEBS as a member of the Board of Trustees¹¹, the SEBS President is a member in the School Management Committee, and a representative of SEBS is included as a member in the Friends of Budhanilkantha School (FOBS)¹². SEBS' representation in these various structures acknowledges the importance of SEBS and the role it can play in the development of the school. SEBS presence in these structures is encouraging but SEBS needs to be able to provide high-level, relevant input. As an alumni body, SEBS has a close emotional proximity to the school. The school's alumni have often extended support to the school on a voluntary basis, albeit sometimes with vested personal interests. The Budhanilkantha School Endowment Fund is a great example of alumni supporting the school through SEBS.

SEBS can play a significant role in ensuring the implementation of policies and can contribute to steering and facilitating school's operations. The school's expectations from SEBS are to help set up a scholarship fund for students whose financial situation worsen due to unforeseen circumstances like the death of a parent or guardian; assist with upgrading IT infrastructure and resources at the school; provide mentorship to high school students; provide constructive policy inputs; start new academic programs; support teacher training, research and innovation; and set up new schools as per this model in other parts of the country.

Alumni Liaison with BNKS

The school has designated a staff as an alumni liaison officer in the past. The liaison officer's responsibility is to periodically send newsletters to the alumni. Currently, one of the Vice Principals is the alumni point of contact. The school also creates opportunities for the alumni to interact with the students where appropriate and has also provided academic and career guidance to some alumni upon their graduation.

As per the survey conducted for this appraisal, 80% of respondents said regular communication from school would help mobilize the alumni network and 42% of the alumni are willing to mentor fellow alumni. In light of these results, Budhanilkantha School should leverage this goodwill from its alumni toward the school and its students to further expand their worldview and increase their competitiveness.

¹¹ <https://bnks.edu.np/#/about-us/board-of-trustees-bot>

¹² <https://bnks.edu.np/#/about-us/fobs-parents-body>

SECTION 2: SOCIETY OF EX. BUDHANILKANTHA STUDENTS (SEBS)

2.1 INSTITUTIONAL DEVELOPMENT

The Evolution and Development of SEBS

In 1979, the first batch of BNKS students appeared for the School Leaving Certificate (SLC) examination. When the results came out in 1980, the entire nation was awestruck that BNKS students had virtually captured the list of Board holders (national top scorers) leading to a time of euphoria for the school and teachers. BNKS' result of the first SLC examination generated a sense of great encouragement and confidence amongst the students. The year 1980 was also a time of political unrest in Nepal with many students taking to the streets to demand more transparency, accountability, and democracy while rocking the foundation of Nepal's Panchayat system.

Following SLC, most of the students honoured their parents' wishes for them to study sciences, and enrolled in Amrit Science College (ASCOL), one of the well-established science colleges. ASCOL's hostel facility was an advantage for students who were from remote districts. In 1981, the second batch of post-SLC students joined the first batch of students, creating a coalition of students, which provided the impetus to collectively act for alumni.

When BNKS became operational in 1972, several other renowned schools were operational such as Ananda Kuti Vidyapeeth, Laboratory School, Bhanubhakta Memorial School, Siddhartha Vanasthali School, St. Xavier's School, St. Mary's School and Mahendra Bhawan School. Amongst all the other well-established schools, BNKS students were drawn to St. Xavier's alumni organization, primarily because they were considered one of the best schools for boys and had a well-established alumni association with its own building. As highly energetic recent alumni, the first batch students started exploring the possibilities of having an alumni network like St. Xavier's Godavari Alumni Association (GAA). When the second batch of BNKS alumni joined ASCOL, the idea of an alumni network gathered momentum and a group of alumni began mobilizing others as well, the second batch provided the much-needed energy.

Due to the ongoing student movement and frequent strikes, the political establishment and Nepali civil servants of that time had an antagonistic feeling towards student organizations. In 1979, the Government of Nepal's new education policy started disintegrating mostly because of the student's opposition to the system. The political unrest of students who were still at the fore of making radical political demands slowed down the education process resulting in irregular classes, and students from various backgrounds and schools had more time to mix with each other. Amidst the political unrest and the student movement, it was difficult to meet in groups to discuss any strategy and therefore the students often met informally in tea stalls, restaurants, and sometimes even under a tree. Finally, in 1982, a meeting was held at ASCOL's physics auditorium where the first and second batch BNKS alumni came up with a structure that would become the foundation of SEBS. Satish Gautam (215A) of the second batch proposed the name for the group: Society of Ex-Budhanilkanttha Students (SEBS).

The collective energy and commitment led to the establishment of SEBS in 1982. Today, SEBS is one of the largest alumni associations in Nepal with an informal global network. The first constitution of SEBS was drafted by Bimal Nepal (107A), Laxman Sharma (255A), and Mahendra Sundar Lawoti (216A). As registering a student association during the Panchayat era was very difficult, SEBS reached out to Bimal

Nepal and Mahendra Lawoti for their support and political access, as both had strong high-level connections. These networking activities made the registration of SEBS possible.

Individuals who were involved, directly or indirectly, in the conceptualization and establishment of SEBS were: Anadi Gopal Risal (119A), Ashok Banskota (109A), Bimal Nepal (107A), Radheshyam Joshi (143A), Rajesh Pyakurel (116A), Rojal Pradhan (121A) from the first batch and Birendra Basnet (245A), Gopal Shah (273A), Laxman Sharma (255A), Mahendra Sundar Lawoti (216A), and Subarna Basnet (219A) from the second batch. Both these two batches played a crucial role in the process.

The SEBS ad-hoc committee, which went on to become the founding Ex-Comm of SEBS, comprised of the following members holding different positions: Bimal Nepal, President; Mahendra Lawoti, Vice President; Birendra Basnet, General Secretary; Gopal Shah, Treasurer; Laxman Sharma, Joint Secretary; Subarna Basnet, Rojal Pradhan, Satish Gautam, Rajesh Pyakurel, Anadi Gopal Risal, Ashok Banskota, Shailendra Sapkota, Bhaskar Upadhaya. In 1982, this ad-hoc committee officially registered the Society of Ex-Budhanilkantha Students as a non-governmental organization with the District Administration Office, Kathmandu.

There are unconfirmed reports that the first election of SEBS was held somewhere in 1983 after the registration. It was held at Tri-Chandra College in a democratic and transparent process with the formation of the first elected SEBS Ex-Comm as follows:

Bimal Nepal (100A), President; Laxman Sharma (200A), Vice President; Mahendra Sundar Lawoti (200A), General Secretary; Swoyam Prakash Shrestha (100A), Joint Secretary; Piyush Kayastha (200A), Treasurer; Radheshyam Joshi (100A), Man Bahadur Gurung (100A), Birendra B. Basnet (200A), Puskar Karki (200A), Subarna Basnet (200A), Krishna Sharma (300A), Bharat Rai (300A), and Rajesh Thapa (400A).

Following the official registration of SEBS, the nascent structure was faced with the challenge of demonstrating and communicating its significance while raising funds to reach out to the alumni body. In 1984, to address these challenges, SEBS organized the first *SEBS Sandhya* to raise funds and published AASTHA as an annual publication as a means to bring together alumni and form a sense of solidarity. SEBS became a network of alumni who wanted to see the institution thrive and serve as one of the most effective student engagement platforms.

Given the context and circumstances under which SEBS evolved and was registered, one can assume that much of the work was done under restrictive conditions. During that time, options to register a student organization were limited and it would have been difficult to imagine that SEBS would evolve so rapidly worldwide. Today, SEBS constitutes an important and large but often underused resource for BNKS. SEBS has much to offer in terms of networks that can help the school to achieve their strategic goals of becoming a centre of excellence. Alumni have enthusiastically volunteered their time to assist the school, however this has often gone unrecognized by the school and therefore greater synergy is necessary.

The biggest challenge for SEBS perhaps stems from the fact that it finds it difficult to stay relevant and deliver meaningful engagement to its diverse membership base. With time, good progress is being made for instance the online SEBS database is proving to be a useful tool in building a community that can bring the alumni together in the long run.

SEBS Mission, Vision, and Objectives

The three core objectives of SEBS are supporting alumni, BNKS, and society, in this order:

- Alumni body to support former students helping the community to bind together
- Support the development of Budhanilkantha School
- A forum to help other communities in need

SEBS Formal Institutional Structures

SEBS General Assembly

The SEBS general assembly is the apex formal structure that elects members of the Ex-Comm and provides direction to the committee. The general assembly meeting is chaired by the SEBS President or, in the absence of the President, by the Vice President or someone appointed by the President. According to the SEBS constitution, the required quorum for the general assembly is at least 30 members. The venue, date, and time should be published at least 15 days ahead. The meeting for a particular fiscal year is held after the end of the fiscal year, usually during the month of Ashoj (September – October). If the meeting does not take place on the published date, then the meeting is scheduled again, and the minimum members' requirement is waived. All important decisions regarding SEBS are made by the general assembly. The Ex-Comm presents the progress report, including a financial report, to the members. Any SEBS member can attend this meeting but only those with voting rights can take part in decisions that need to go to a vote.

SEBS Executive Committee

According to the current SEBS constitution, the Ex-Comm consists of a maximum 13 members including President, Vice President, General Secretary, Treasurer, five members and four additional members (two nominated by the Ex-Comm and two current students nominated by BNKS¹³). The tenure of the Ex-Comm is two years. The committee should meet once a month and a minimum of five members should attend the meeting. If four members of the committee submit a written request for a meeting, the Secretary has to call a meeting. The Ex-Comm must operate according to the SEBS constitution and work to achieve the organizational goals. They are responsible for addressing questions in the general assembly. If an Ex-Comm member does not attend the meeting for more than three times without written notice, they can be expelled from the committee.

SEBS International Presence

Since the establishment of SEBS, it has deepened its roots in Nepal as well as across the world, especially as alumni reinforced their commitment to help and support its members driven by a shared sense of camaraderie. SEBS continues to grow as one of the influential alumni organizations of Nepal. However, as SEBS and the presence of new alumni groups grows all over the world, SEBS as the founder organization has no formal linkages with the global alumni community. Rather, relations are nurtured through perceived common culture and shared norms and values, which continue to bind the alumni together. Though informal relations are strong, and a sense of camaraderie is intact, there is still a need for a functional formal working mechanism.

In addition to SEBS in Nepal, there is a combination of SEBS-related entities that are formal, legal entities in the country of their origin (e.g., SEBS-North American, SEBS-Australia) and informal networks (e.g., SEBS-Japan).

¹³ Student representatives have not been included in the committee for over 15 years.

SEBS-North America (SEBS-NA):

Established in July 2000 as a non-profit organization, they are “alumni and friends of Budhanilkantha School, Kathmandu, Nepal, located in different parts of North America.” SEBS-NA is registered as a 501(c)(3), tax-exempt organization in the US. They are dedicated to “1) providing assistance to our members in North America, 2) conducting social service programs in Nepal and North America, 3) helping Budhanilkantha School to meet its educational objectives and 4) being an organization dedicated to better coordination and leadership among various Nepal-related associations in North America.” SEBS-NA’s goals are articulated as member service, social service in Nepal and North America, BNKS development, and leadership, are in line with SEBS vision, mission, and objectives.

SEBS-Australia (SEBS-AU):

SEBS-Australia (SEBS-AU) was formally established and registered in 2014. They do not have a formally formulated mandate as such, but it would “be the same as SEBS/SEBS-NA.”

Informal groups

Informal groups are used to denote those entities that are not registered as a legal entity – SEBS-UK/Europe, SEBS-India (Bangalore), SEBS-Japan, SEBS-Canada.

SEBS UK/Europe

SEBS UK/Europe is included as a case study of such groups: Although not formally registered anywhere, alumni in UK have been “socially gathering since Dipendra Shah's (the then crown Prince, 800A) time.” It has been more active since 2015, with at least an annual group get-together. The UK group is more active than other parts of Europe. A bank account was opened around 2006-7 for “SEBS UK” as a club, with only the legal requirement of having to audit their income and expenses. Although it does not have a written mandate, the group works on “creating wider networking of SEBSers within UK and Europe and assisting SEBSers and BNKS associates within UK/Europe as and when required.”

Linkages with SEBS

Each entity is an independent one; thus, their operation and management is dedicated by their respective constitutional documents and applicable laws of each jurisdiction. Linkages between them have often been ad-hoc, on an as-needed basis, and have often depended on the individuals on the respective boards at the time and their relationships, e.g., the individual/personal relationship between the presidents of SEBS and SEBS-NA would determine the extent of the relationship between the two institutions. SEBS-AU’s engagement with SEBS is informal in nature, such that SEBS can reach out to them (and vice-versa) for opinion, assistance, whenever the need arises. SEBS-UK/Europe has assigned a liaison officer who represents SEBS-UK/Europe to SEBS on an ad-hoc basis. However, SEBS has often worked closely with SEBS-NA, SEBS-UK/Europe, and SEBS-AU to implement projects in Nepal. Most recently, SEBS coordinated a global fundraising drive in response to the impact of the 2015 earthquake and COVID-19 pandemic.

Efforts to establish formal relationship with SEBS-related entities

In May 2002, SEBS drafted a “MoU Rule” - there are two versions of the draft available titled, “Memorandum of Understanding between SEBS and its Chapters” and “Memorandum of Understanding SEBS-Chapters Networking Guidelines.” It appears that the second document is a more detailed version.

Although there have been some draft MOUs with SEBS-NA at various points in time, and there is a notice on the Sebsonline website that an MOU was signed between SEBS and SEBS-NA in 2004¹⁴, SEBS could not locate the document counter-signed by both presidents. Additionally, there is a belief among former Ex-Comm members that the implementation or the tendency to abide by the MOUs has been very personalized and dependent on who the president was at the time of the MOU. Essentially, even when MOUs were signed, they have not been effectively institutionalized.

Other SEBS-related Structures

Budhanilkantha School Endowment Fund

Budhanilkantha School Endowment Fund is registered in the U.S. as “a Maryland corporation not for profit and without capital stock,”¹⁵ 501(c)(3), tax-exempt status. It was established with “the sole purpose of supporting, in perpetuity, the operating and infrastructure needs of our alma mater - Budhanilkantha School in Kathmandu, Nepal,” with the goal of ensuring “the school continues to be the Centre of Excellence in educating Nepali children from all parts of the country.”¹⁶ It provides platform for alumni to “make meaningful and long-lasting contributions towards the school in a sustainable manner.” The SEBS President is an ex-officio member (with no voting rights) of the Board of Directors, the executive body that manages the fund. Additionally, the fund is in the process of incorporation of a company not distributing profits under the Company Act 2063 (2006) in Nepal.

Budhanilkantha Business Cooperative Savings and Credit Ltd. (BBC)

BBC, an initiative led by 900A batch members, was registered at the Department of Cooperatives of Government of Nepal in November 2009 (2066 Mangsir 2) with the recommendation/referral from SEBS. Only SEBS members can be members of BBC as per the prevailing regulation. The members are supposed to be BNKS alumni and their families (who can be signed up as honorary members). BBC sets aside the entire membership application fee to SEBS (i.e., Rs. 50.00 per person). BBC offers a deposit scheme called “SEBS Support Deposit,” whereby a SEBS member can deposit a certain amount in their individual accounts (normal saving or fixed) with the provision of a specified percentage of the interest going to SEBS as per the decision of the depositor. SEBS has an account and deposit in BBC. Discussions have been held between SEBS and BBC about having an MOU signed, and although there was a draft MOU in circulation, it is not clear if it was signed or not. There is a letter on file from SEBS to the Cooperative Division certifying the board members of BBC.

SEBS Medicos

It had been formed under SEBS but is not active currently.

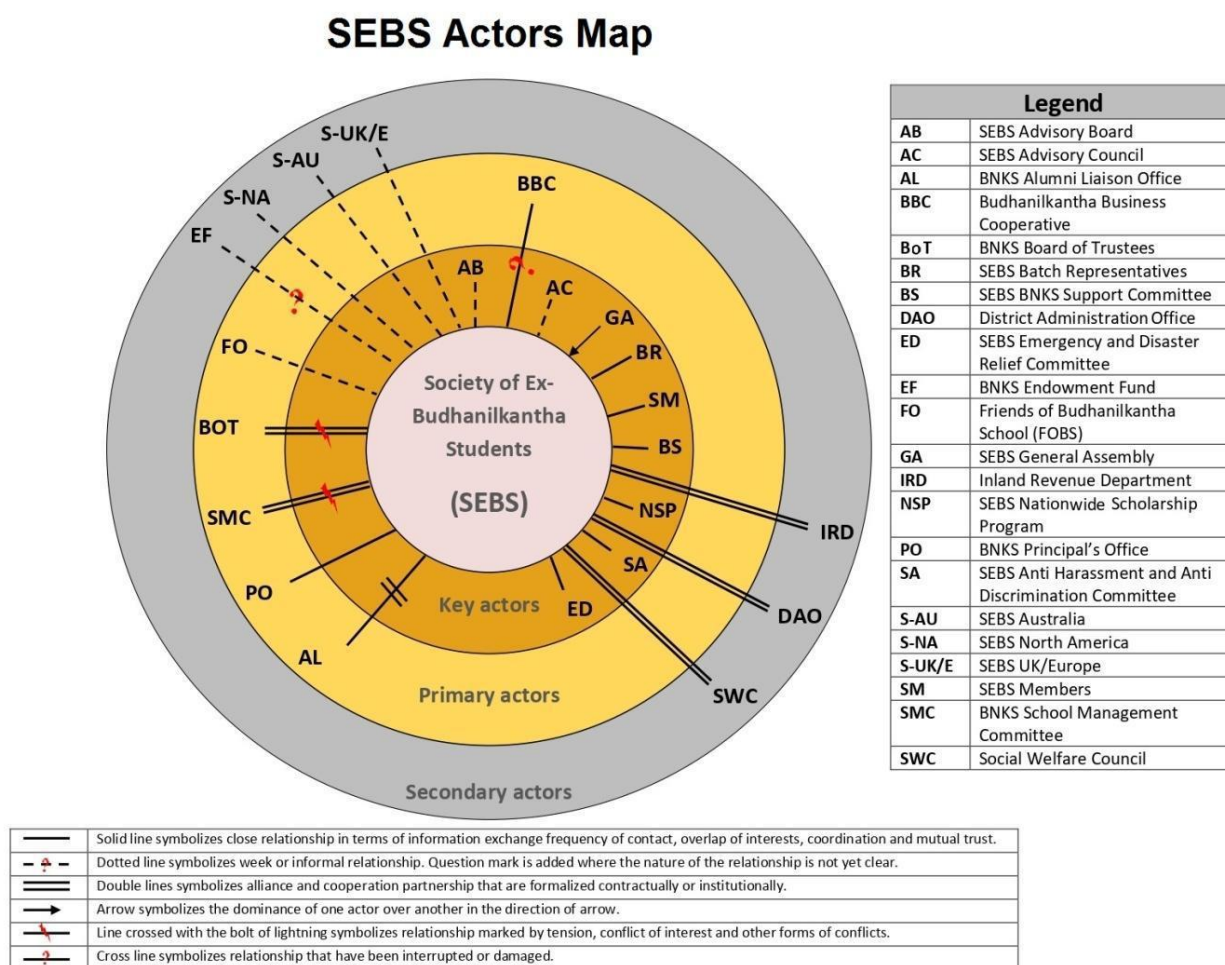
¹⁴ https://sebsonline.org/news/news_view.aspx?id=284

¹⁵ By-Law of Budhanilkantha School Endowment Fund, Inc.

¹⁶ <https://www.bnksendowmentfund.org/>

Figure 1 provides a mapping of various entities, outlined above, that SEBS has to interact with, including the type and intensity of the relationships.

Figure 1: Actor Mapping



2.2 CONSTITUTION

SEBS Constitution

The constitution's preamble focuses on leadership building for its members, support for Budhanilkantha School, and contribution to the nation building through social work.

Since its development in 1982, the SEBS's constitution has been amended thrice. Most of the amendments were in response to problems of the hour and did not involve analysis of potential long-term implications. As SEBS grew exponentially both in terms of number of members and their geographical presence, it faced new challenges and expectations compounded by insufficient financial resources. Over the years, SEBS has tended to react to emerging challenges and expectations as opposed to being proactive and guided by a clear vision. Additionally, there has been decreasing interest in SEBS objectives and activities among its members, which in turn leads to a lack of trust on the transparency and capability of the Ex-Comm, resulting in a lack of financial commitment. These aspects along with the voluntary nature of contribution,

decreasing spirit of volunteerism, lack of diversity among active members, batch dynamics among seniors and junior are some of the reasons that SEBS has not been able to materialize several provisions already in the SEBS constitution.

SEBS needs to reassert its significance and should restructure its team in way that is in alignment with current needs. The way in which SEBS is moving ahead demonstrates traits of a movement, but there is a need for SEBS to reflect, reorganize, and restructure to be able meet the expectations of its members. SEBS as an institution is still powerful in the human capital it has access to and has a great base and therefore must re-emerge as a force to be reckoned with for its members, BNKS and the community at large.

SEBS Strategy

Although different Ex-Comms have prepared action plans for their tenure, there are not any written documents to signify a strategy for SEBS. Each Ex-Comm prepares its own strategies and action plans for its term. The strategies and plans have lacked consistency across various Ex-Comms and have not been properly documented and recorded. Some of the important documents that have been discussed widely in the past are MOUs between SEBS and SEBS-NA and Working Guidelines of SEBS.

Relationship with SEBS entities

SEBS was established in 1982, during a time when the socio-political context was relatively more restrictive and not very permissive toward the formation of non-governmental organizations. There were not many people going out of the country around the time it was established, and it was the only alumni organization related to BNKS for the next 18 years. The feeling that SEBS is a parent organization might have made an imprint in the minds of the people who are members of and represent the organization. It took quite some time for the SEBS community in Nepal to accept that with the onset of globalization, there could be other organizations representing our alumni members who are in different geographic areas.

Clarity of communication between leaderships of various entities representing BNKS alumni could be another reason. Failing to deliver on the promised outcomes, on the part of SEBS, could have also contributed to a lack of trust. Not being willing to share credit by SEBS and other SEBS-related entities also does not bode well for building trust between the parties. The lack of willingness of other SEBS-related entities to coordinate with SEBS while implementing projects in Nepal creates an environment of mistrust. Not fully understanding the legal requirements of the organizations that have opened in different legal jurisdictions could also have contributed to unreasonable expectations from one another.

Constitutional Amendments

Since registration of the organization with the Kathmandu District Administration Office (DAO) in 1982 (2039 BS) had not been annually renewed, as legally required then, SEBS legal existence lapsed in early 2050s BS. In 2052 BS, a new constitution was drafted and registered under the same name of “Society of Ex-Budhanilkantha Students” and approved by the Kathmandu DAO. After that, although multiple AGMs approved various amendments, most of them were not adopted by the organization as the incoming Ex-Comms did not process them and get them approved by the DAO. On February 3, 2014 (2070 Magh 24), Kathmandu DAO approved amendments endorsed by the annual general meeting held that year. The amendments were related to i) membership; ii) tenure of the executive committee; iii) the Nationwide

Scholarship Program; iv) qualifications to be a member of the executive committee; and v) time the annual general meeting is to be held.

The process for constitutional amendments is that the Ex-Comm prepares the amendments and presents them to the AGM, where they are discussed and voted on. Following the decision of the AGM, the Ex-Comm presents the amendments to the DAO for approval after which the amendments become operational.

There are several provisions in the constitution that need to be changed considering the contexts provided by the existing constitution regarding membership and voting. Additionally, some of the bodies that are described in the constitution also need to be changed as they have not been implemented and are not needed. These are listed out separately in the proposed amendments in the constitution (See Annex VII and VIII). It is important to note here that amendments proposed by SEBS have to be approved by the district administration office for them to be effective.

Institutional Options

Under existing GON laws, there are only two options under which entities that serve a welfare purpose (including an alumni organization) can be formed:

(1) An association under the Association Registration Act, 2034 (1977)

(2) A company not distributing profits under the Companies Act, 2063 (2006)

- Both entities can be affiliated with the Social Welfare Council as an NGO and obtain donations for programs from abroad.
- On the dissolution of either entity, any remaining asset of the entity will become the property of the Government of Nepal.
- Members cannot derive benefits (salary or compensation) from either entity.
- The minimum number of members required for an association is 7, and 5 for a company not distributing profits.
- An association is registered with the District Administration Office under the Ministry of Home Affairs, while a company not distributing profits is incorporated at the Office of the Company Registrar under the Ministry of Industry, Commerce, and Supplies.

Since, there is not a provision for converting an NGO to a company not distributing profit, the best option for SEBS is to remain as an NGO, as it is currently registered.

Federal, Provincial and Local Government Acts and Regulations

SEBS is governed by the Association Registration Act 2034 (1977) and is registered with the Kathmandu District Administration Office (DAO) as per prevailing practice for all non-governmental organizations. As per the Social Welfare Council Act 2049 (1992), it is also registered with the Social Welfare Council (SWC) at the federal level. Since SEBS's constitution mentions serving the community, it is mandatory for SEBS to be registered with SWC which supervises and monitors community work. Additionally, SWC needs to approve donations from GON and foreign governments, institutions, and individuals. As per Local Government Operation Act, 2074 (2017), SEBS has also registered with the local level government, Kathmandu Metropolitan City.

2.3 SEBS ORGANIZATIONAL STRUCTURE

SEBS Executive Committee

According to the constitution, the Ex-Comm consists of up to 13 members. The District Administration Office requires an NGO to have a minimum of 33% female representation on the committee. Committee members must be active or life members of SEBS. Nine of the 13 members are elected while four are nominated. The elected members are:

1. President (1)
2. Vice President (1)
3. General Secretary (1)
4. Treasurer (1)
5. Members (5)

The four nominated members are:

1. Member secretary (1) (Member secretary has not been a part of the executive committee since around 2006/7 although this provision exists in the constitution)
2. Member (1)
3. Representatives from current students at higher-secondary level (2) (This provision has not been implemented for many years)

The Ex-Comm is the executive structure of SEBS in charge of conducting all activities to achieve the goals of SEBS. It is accountable to the general assembly. A member of the Ex-Comm is designated as the spokesperson. Currently the General Secretary acts as the spokesperson.

Functions of Executive Committee Members

The *President* chairs the executive committee meetings and is responsible for guiding the members. The president, by virtue of being the ex-officio member of the SMC' attends crucial meetings like the SMC meeting, chaired by the MOEST Secretary. The President is responsible to ensure that the concerns of the alumni are raised. The President also coordinates with the BNKS Principal for the overall well-being of the alumni and the school in general.

The *Vice President* is responsible for handling all the responsibilities of the President in their absence and participating in all the activities organized by SEBS.

The *General Secretary* is responsible for calling the executive committee meeting, general assembly, and presenting SBES activities during the general assembly.

The *Treasurer* is responsible for keeping the financial records and presenting it during the general assembly.

The *members* are responsible for organizing various programs under SEBS.

The Ex-Comm is by far the most active committee within the SEBS structure and has been actively involved in its day-to-day activities. As with many other alumni organizations, SEBS is also a volunteer-based organization, which relies on voluntary contribution of time from the Ex-Comm. This has created several challenges. The Ex-Comm members are usually engaged in multiple professional and personal ventures, and are often unable, and are not expected, to provide full time commitment to SEBS. To overcome such a situation, SEBS should have a functional secretariat with a paid staff that can provide the time and the

energy to run SEBS operation. These staff can be a mix of volunteers and recent graduates of the school. The SEBS Ex-Comm cannot be expected to commit full time to SEBS, instead the Ex-Comm should focus on providing strategic direction and not have to get entangled in daily administrative work.

Additional Formal Committees

The Executive Committee can form additional committees as necessary, either as standing committees (which have to be approved by the annual general meeting) or as short-term committees.

Some standing committees that are operational right now are:

- BNKS Support Standing Committee: Focuses on providing support around college and career guidance to the school and the current students
- Anti-Harassment and Anti-Discrimination Standing Committee: Supports the school to establish a safe learning environment in the school.
- Emergency Support and Relief Standing Committee: Focuses on providing support to SEBSers in need by mobilizing funds raised through donation drives. The Vice President chairs this committee.

Some Committees and Taskforces formed by incumbent SEBS Ex-Comm that are currently operational are:

- BNKS Golden Jubilee Celebration Committee (2021): The committee was formed by the endorsement of the Annual General Meeting. The committee will be coordinating with the school to plan and execute the celebration of the schools' 50th anniversary in 2022.
- SEBS Constitution Amendment Recommendation Task Force Formation (Oct 2020): The 38th Annual General Meeting approved the formation of this committee. The Ex-Comm formed and approved the committee as soon as possible.
- SEBS Website Development Taskforce (2020): The Ex-Comm formed the taskforce to facilitate the development of SEBS website and other IT-related tasks.
- SEBS Database Committee (2019): The Ex-Comm formed the committee for the development of SEBS Database system. The committee has developed SEBS Database and is live now. The committee also formulated the SEBS Data Security and Protection Policy.

SEBS Advisory Board and Council

Advisory board

The constitution has provision for a nine-member Advisory Board consisting of ex-officio and nominated members:

1. Budhanilkantha School Principal (1)
2. Member nominated by FOBS (1)
3. School teacher to serve as focal person (1)
4. Immediate past President of SEBS (1)
5. Members nominated from among former SEBS presidents (2)
6. Members nominated from members with at least 10 years or engagement in SEBS and two years of executive committee membership (3)

The general assembly is responsible for the formation of the board. The board is formed every two years and is supposed to meet every three months.

Advisory council

The Advisory Council consists of the following ex-officio and nominated members:

1. All members of executive committee
2. All past presidents of SEBS
3. Two representatives from higher secondary level students
4. A focal person from each batch to be nominated by the executive committee.

The EX-Comm is responsible for the formation of the council, which is meant to mobilize maximum participation in SEBS activities.

The SEBS Advisory Board and Council, as envisaged in the SEBS constitution, has not been functional in the recent past due to i) a lack of defined roles and ii) lack of initiative from Executive Committees. The advisory bodies, particularly the Advisory Board could be a great resource for SEBS for networking and advice to the Ex-Comm and SEBS in general. However, neither of these bodies are currently formed or active. The AGM is responsible for establishing these and the executive committee should actively mobilize the board. In the past, even when the AGM formed and announced the Advisory Board and Council, they do not appear to have functioned in reality. SEBS needs to review the composition of these bodies with designated chairperson and secretary¹⁷ and roles and clearly outline their responsibilities in the constitution to ensure that they function as anticipated.

SEBS Complex (Building)

Conversations around having a SEBS complex (building) started in the late 90s, but it has not materialized yet due to various reasons like lack of land and funds. One of the options for a SEBS complex would be to use the BNKS land. The challenges of this are ownership remains with BNKS, lack of control, limited use as it cannot be rented for income generation, uncertainties related to dependency and disagreements/disputes with BNKS. Other issues related to the construction of SEBS complex are: i) lack of clarity on requirements and features; ii) land acquisition and ownership – ultimately goes to the government if the organization ceases to exist; iii) diminishing possibility of raising adequate funds, and iv) burden of operation and maintenance.

Staffing and Office Administration

SEBS is a volunteer-based organization whose committee members serve on a voluntary basis and operate with one paid staff (an office secretary). In the past, the Nationwide Scholarship Program (NSP) had a separate committee, and a part-time staff was hired from 2007 to 2013 to manage the program. Similarly, starting from January 2004, the Doko Dai program had paid staff during the project period for a year.

Starting March 2021, SEBS does not have any staff and is purely managed by the Ex-Comm. SEBS was in the process of hiring an office secretary at the time of writing this report. The salary for the office secretary is paid from the SEBS account. As a result of not having paid staff, SEBS is facing inevitable challenges getting things going and fulfilling members' expectations. Various Ex-Comms have consistently stated that they face problems in getting things done without support from paid, professional staff.

¹⁷ Refer to Annex VIII for proposed provisions.

Secretariat

Given the financial constraints and the COVID-19 pandemic context, SEBS decided to close its physical office in 2020 and made an arrangement with the Budhanilkantha Business Cooperative's (BBC) to operate it from there when needed. SEBS had an office in Putalisadak for over 20 years. In 2017, the Ex-Comm moved the office to Baluwatar. A permanent office for the SEBS secretariat is necessary for legal registration and renewal purposes, and physical presence and stability of the organization.

Assets

Aside from funds in bank accounts, SEBS has physical assets like equipment, and furniture. At the time of this appraisal, SEBS had three tables (meeting, working and computer), a desktop computer, nine chairs, two cupboards, a sofa set, and a projector.

Human Resource Management

SEBS does not have a written Human Resource policy has an Anti-harassment Policy adopted by AGM in 2019 and SEBS Data Security and Protection Policy adopted by AGM in 2020. Aside from these, SEBS does not have any other policies. In terms of general grievance redress, a sub-committee of the Ex-Comm is responsible for grievance management. However, there is no formal process. The decisions are made collectively by the committee. Despite being a volunteer-based organization, SEBS needs to draft a Human Resource Policy to specify the basic terms of employment, salary, leave, etc. for the Secretariat and the occasional other staff hired by SEBS.

Membership Database

After multiple unsuccessful attempts in the past, SEBS formally launched a database portal in March 2021 (<https://sebsdb.org>). This database, at the time of appraisal has around 1,400 members which can be accessed by members who have registered through secure login. The last hard copy of a members' directory was published in 2001 and uploaded on the Sebsonline website in 2001. An updated list of the members was last published in Aastha 2004.

SEBS' Relations with its Members

SEBS has demonstrated good intentions to support its members however expectations are high, and the bar is continuously being raised, as a result to cope with these ever-increasing expectations, it is time for SEBS to develop a strategic plan. Financial resource constraints are high, and a lack of a complete members database further compounds the problem of SEBS inability to reach out to its members effectively, understand the extent of its social capital, and the ensuing disconnect with many of its members.

SEBS has provided a platform for members to develop networking amongst its members. To foster relations SEBS should conduct more interactive events, develop capacity strengthening events, and provide financial support to the needy when needed.

As per the survey conducted during this appraisal, 33% of the respondents have not engaged at all with SEBS in the last two years. 70% say better communication from SEBS would help engage more; 44% say an increased sense of belonging would help; 33% say more diverse and inclusive leadership would help; 25% says safer and respectful spaces to engage (multiple options were possible) (See Annex IV for survey results).

According to survey responses, SEBS used to be and is perceived by many as an entity that is distant to them, not interested in their lives. Many of its past activities have been targeted toward the social welfare

at large and supporting Budhanilkantha School, and not toward its members. The impression of SEBS as a boys' club has also led to a lack of active participation from its female members. Although some progress has been achieved in this regard with more female members running for office and active contributing to SEBS efforts, more needs to be done.

Communication with the Members

The means of communication with SEBS members can be grouped into two main parts: before and after 2000. Landline phone, letter invitations, batch gatherings, executive committee members' visits, SEBS newsletter¹⁸ were mostly used before 2000.

After 2000, the SEBS website (sebsonline.org), managed by SEBS-NA, was considered a milestone in terms of the most reliable means of communication with SEBS members located across the globe.

As of 2020/21, uses the following means of communication with its members:

SEBS online website

SEBS-NA hosts <https://sebsonline.org>, a portal for Budhanilkantha alumni and friends, was founded in early 2001. Rajan Nepal 418B led the foundation¹⁹ of the website and continues to manage it. Prashant Subbha (445B), Ujwal Thapa (552B), Roopesh Joshi (572B), Sudin Bajracharya (577B), Chandraman Maharjan (768B), Samyem Tuladhar (887B) and others contributed to the effort. The website was crucial and key in connecting SEBS members across the world. The SEBS website was active and had high traffic for a long time and was the main means of communication by the Ex-Comm (SEBS, SEBS-NA) and between members up until around 2010 when Facebook spaces started becoming a more prevalent means of communication. Social media has slightly taken over Sebsonline features (group discussion, chat group, message box, and other features), which have been replaced by Facebook group, messenger groups including WhatsApp and Viber groups, Skype, and Google chat.

This switch to Facebook had both pros and cons. Till about 2010, SEBS online carried personal announcements (marriage, invitations, personal news, accomplishments) in batch chat boxes which helped engender a sense of belonging more so than posts on Facebook. The batch message box had a real charm of communicating in a closed platform with a known audience; some batches have found alternates to the batch message boxes through private FB groups, WhatsApp and/or Viber groups. However, Facebook has a much wider reach.

Other means of communication so far are SEBS newsletter, some Ex-Comm meeting minutes, some AGM minutes, uploaded on the Sebsonline website. The SEBS newsletter used to be emailed en masse but no



¹⁸ Sample newsletters: https://sebsonline.org/news/archive/news_0502.html;
https://sebsonline.org/news/archive/news_200406.html

¹⁹ <https://sebsonline.org/info/sebsonline.aspx>

newsletter has been prepared in the recent past. Some success stories were documented in the newsletter, esp. Doko Dai project. The minutes of the AGM, announcements, proceedings, used to be uploaded regularly but after starting the SEBS Facebook group and less traffic to Sebsonline website, the website has not been updated regularly since 2016. Some of the issues related to Sebsonline website are admin access to some current and former Ex-Comm members and members of the NSP due to 'technical difficulty in admin access by team in Nepal at times, e.g. during online elections, due to time zone difference of Nepal and US '. Also, alumni often get confused as to whether this is an official or unofficial channel of communication.

In late 2020, the SEBS Ex-Comm established a new website hosted in Kathmandu <http://sebs.org.np/>, currently under construction at the time of the report.

Clear, consistent, and effective communication from SEBS executive committee to its members is critical for the perceived transparency and credibility of SEBS. Of the 33% of the survey respondents who had not engaged at all with SEBS in the last two years, 59% of them noted that better communication from SEBS would help them engage more. The Ex-Comm needs to clarify the official modes of communication and put more resources towards better and more regular communication with the members.

To better manage privacy, safety, ensure respectful, meaningful discussions and communication between the 4,500+ SEBS members in line with general social media policies but importantly to be more responsible in public platforms, such as Facebook (as well as our internal SEBS online platform), and the set of challenges brought by the new technology, there is a terms of use in regards to sebsonline.org (<https://sebsonline.org/info/policy.aspx>); and the 2017-19 executive committee drafted general terms of use for the SEBS Facebook group (<https://www.facebook.com/groups/sebsonline/about>).

Knowledge Management

SEBS does not have a proper knowledge management system in place. Some hard copies of documents used to be in the Putalisadak office, which were then moved to Baluwatar. The documents have been stored in the spaces provided by Ex-Comm members. Most of SEBS' institutional memory is what is available on Sebsonline which has Ex-Comm membership, some meeting minutes including AGMs, announcements, etc. However, this is not accessible to all. Signed MOUs between SEBS and other SEBS-related entities could not be found either. SEBS needs to add capacity for knowledge management to better archive historic data as well as documents going forward. Suggestions include providing more resources to the Secretariat for better communication and using cloud storage for managing documents.

Planning, Budgeting and Financial Management

SEBS generates its revenue from membership fees, voluntary contributions, and fundraising. Following are its main sources of funds:

- Life membership fees (NRs. 1,500 per person)
- Voluntary contributions
- Fundraising for specific issues
- Support for Office maintenance: Some administrative costs portion of NSP from 2005 to 2013.

40% of the survey respondents said that they are willing to provide resources to SEBS. 54% of respondents said membership fee should not be mandatory for general membership, however, 39% of the respondents said they would contribute by providing funds which shows scope for generating resources.

Donation/fundraising

- For specific programs – disaster relief or individual support (medical treatment); appeal to members publicly via Facebook, emails, notices in Sebsonline
- Same few individuals and entities targeted repeatedly; wider community not engaged
- Ticket sales at fundraising events such as *SEBS Sandhya*, picnics, reunions, etc.

SEBS annual budget has varied a lot depending on size of the projects which are implemented. On an average, basic administrative cost is approximately NPR 6-700,000, including rent and utilities, salary, audit costs, and program costs, in the recent years. The AGM approves the financial audit and expenditures each year and the Ex-Comm prepares annual budget based on its priorities and the resources it can generate.

Bank accounts & audit:

SEBS maintains three types of bank accounts in various Class ‘A’ commercial banks, development banks and other financial institutions.

- SEBS Regular Accounts: These accounts (3) are used and managed for regular activities of SEBS as well as activities and donations drives undertaken by SEBS. They are operated with any two signatories among the President, General Secretary and Treasurer.
- SEBS Project/Program Based Accounts: These accounts are created and maintained for projects that need to be managed separately. In most cases these accounts are operated with any two signatories from the SEBS President, project/program chair and project/program members. Upon completion of the project/program, any surplus amount is transferred to SEBS regular accounts, but the project/program can recommend the executive committee on the use of these funds.
- SEBS NSP Account: SEBS also maintains NSP funds separately. These accounts are maintained with joint signatories of the SEBS President and NSP coordinator.

Financial Checks and Balances Mechanism

The provision for any two of three signatories (President, Treasurer, and General Secretary) and the annual audit are the financial checks and balance mechanisms in place at SEBS. The annual audits are shared during AGM and with DAO/CDO office and SWC office for renewal. Aside from this there is not any other mechanism for financial management, like internal audits, in place. The bookkeeping is not systematic, and the current human resources are not adequate for effective bookkeeping. SEBS needs to and can do better in terms of transparency and start using other usual formal systems in place as in similar organization/NGO settings. There is a need for clarity around the use of SEBS account, esp. during emergencies, and accounting for the funds received. SEBS needs to develop financial policies, add capacity for bookkeeping, and clarify the process for use of SEBS bank accounts to receive funds for non-SEBS use. Better financial management and regular communication of financial status would increase members’ trust in the institution.

SECTION 3: ACHIEVEMENTS AND CHALLENGES

Achievements

Some major achievements of SEBS are listed below:

- Nationwide Scholarship Program (NSP) was established in 1991 by the Social Service Club of Budhanilkantha School to provide scholarships to the needy students to support their education. In 1993, it was incorporated as a program of SEBS by the AGM. Since its inception, it has supported around 1,000 students from different parts of the country in their secondary education.
- Sustainable Doko Dai/Didi Mobile Library Project (SDDMLP) was a program implemented under the Nationwide Scholarship Program (NSP) of SEBS in partnership with Development Project Service Center Nepal (DEPROSC Nepal) with a grant from World Bank's Development Marketplace 2003. Program implementation started in 2004 and completed a year later. Through this program, two community centres were established in Barabise, Sindhupalchowk and Mahendranagar, Kanchanpur along with the operation of mobile libraries with books and magazines being carried in a *doko* on around 20 routes, scholarships provided around those areas, vocational training like computer training and veterinary training were imparted to the people in those areas.
- *SEBS Sandhya* is a cultural event organized by SEBS to fundraise for the organization. It used to be a popular entertainment program primarily in the 1980s and 90s and benefitted SEBS financially and in spreading its name. Notable artists of that period like singer Nabin K Bhattarai used to perform at the event. In the decades of 2000 and 2010, the program has not been organized regularly.
- You and Your Career was a set of guidance counselling sessions for high school students primarily from Budhanilkantha School by experts from various walks of lives. It used to be organized regularly in the 1980s and 90s.
- Health Camps and Blood Donation Program - As a part of its mission to serve the community, SEBS organized health camps in rural areas around Nepal. They generally cover the basic health check-ups and provide medicines to the people who come to the camp. It is one of the programs that has been organized almost on an annual basis. The last time this event was held, as per updates on Sebsonline, was in Manang in 2014.
- IP Memorial Art Competition: In order to commemorate the life and achievements of the late art teacher of Budhanilkantha School, Indra Pradhan, SEBS started organizing the IP Memorial Inter School Art Competition in 1998. The last time this event was held, as per updates on Sebsonline, was the tenth version in 2014.
- Binod Memorial Inter School Dance Competition was started in 1990 and was initiated by Binod Khadka, from the eighth batch of Budhanilkantha School. Due to the demise of Binod Khadka a year after organising this program, the program was named after him. This used to be an annual event of SEBS. The last time this event was held, as per updates on Sebsonline, was the tenth one in 2014.
- SEBS led a coordinated response during the 2015 earthquakes and the ongoing COVID-19 pandemic in 2020-21 to support affected alumni, efforts of SEBS members' responses to these events, and the community at large.

Challenges as an Institution

Following the formation of SEBS, it has faced multiple challenges, the most prominent one being the concern about its legitimacy with its growing constituency and BNKS. During the initial days, given the lack of willing candidates for SEBS elections, Bimal Nepal became SEBS President for four terms in an effort to provide stability.

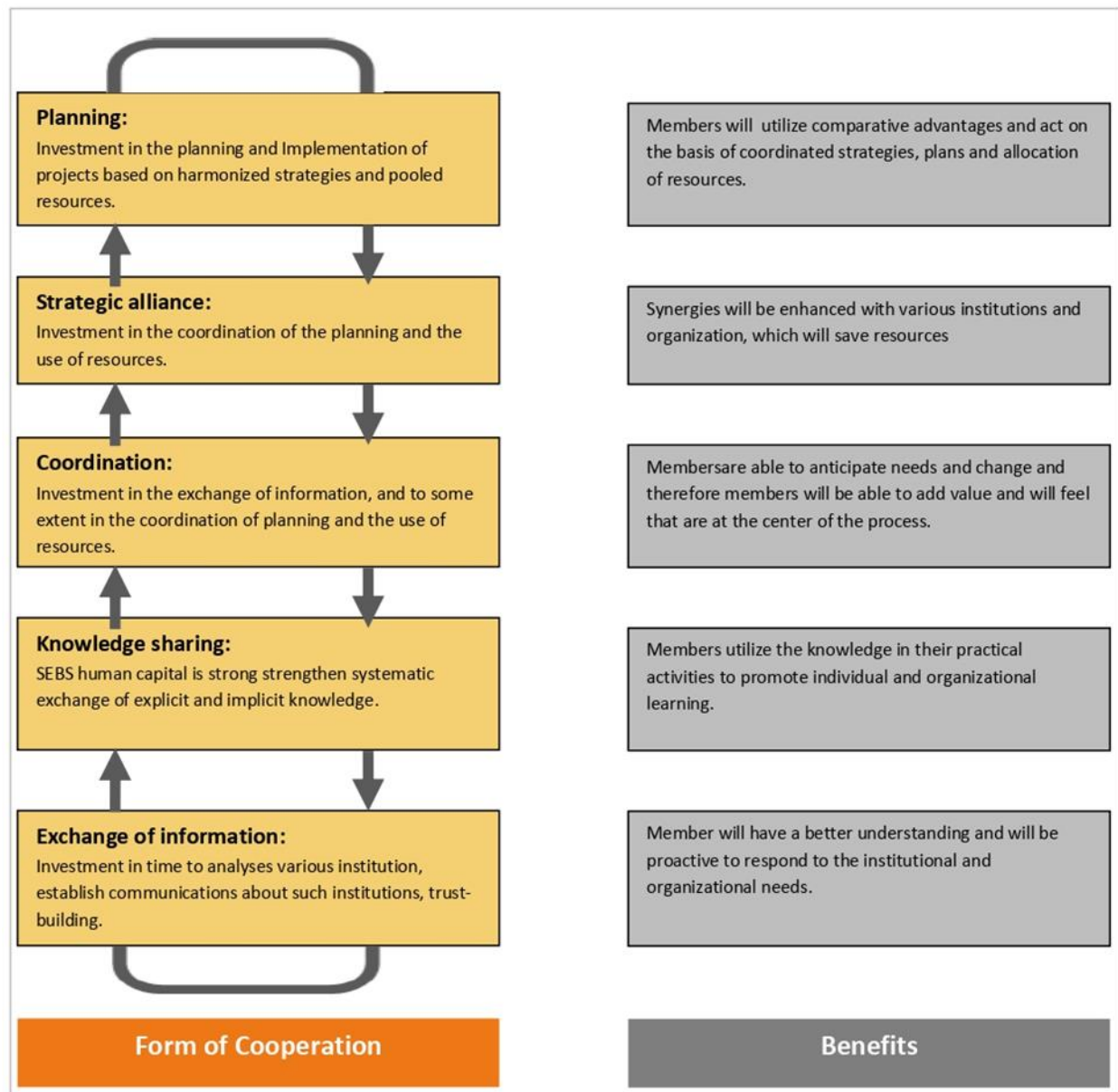
One of the unfortunate experiences was the lack of acknowledgement of SEBS as its official alumni body by BNKS. Upon the formal registration of SEBS as an alumni association, SEBS expected some support from BNKS but to everyone's surprise Headmaster K. Jones refused to extend any support to SEBS. He believed "SEBS needs to be helping BNKS," and that it should not be "BNKS helping SEBS." This attitude of BNKS administration toward SEBS was not encouraging, and a clear disconnect between the school and SEBS was noticed. A continuing challenge for both the school and SEBS has been to foster a conducive relationship. The school at the time failed to understand that a successful educational institution is built on the foundation of an active community, including alumni, that supports an enabling environment. As alumni progress in their own professional and personal lives, they have the collective power to support the school to thrive and stay ahead of the competition. Alumni can play an invaluable role in the growth of the school through boosting the prestige of the institution, raising financial support, and providing enhancing the quality of education. It appears that SEBS was not able to communicate this message to the school.

This trend continued for several years, and SEBS had to survive on its own strength and will of its members. SEBS did not give up and continued to visit the school and communicate its goals to the senior students. Keeping the spirit of close cooperation with BNKS and senior students, SEBS expanded its Ex-Comm members to include two members from O/A level students representing the school and nominated by BNKS. During the tenure of SEBS President Mangesh Thapa (1989-1990), SEBS successfully sought financial support from BNKS and FOBS to cover 50% of the rent for SEBS office at Radhakuti Arcade, Putalisadak. This cooperation proved to be an important step in formally establishing SEBS as an alumni association.

Over time, SEBS reinforced its commitment to help and support its members and organized various community activities. SEBS continues to grow globally as one of the most influential alumni organizations of Nepal. During this period, SEBS official existence was also recognized by BNKS authorities. SEBS' official representation in the school's governing boards and FOBS is an example of SEBS' critical role in supporting the school. Headmaster Jones was ultimately correct in his remarks, SEBS ought to be proud that today SEBS plays a role in BNKS development and well-being, willing to help every step of the way.

SEBS will continue to grow and therefore it should consider strengthening its forms of cooperation and coordination with the multiple actors, members, and institutions that it has to deal with on daily basis. Figure 3 below depicts an example of how SEBS can benefit from different processes of cooperation.

Figure 3: Forms of Cooperation and Coordination



Despite all the challenges it has confronted, SEBS as an institution has evolved over the past four decades and it continues to grow. However, the growth has been more like a movement rather than an institution that needs structure and processes for effective functioning. SEBS needs to deepen cooperation with the various institutions it interacts with. The figure above provides an example of the various types of cooperation and how it can benefit SEBS community. Each cooperation system develops specific outcomes, the number of actors involved and their diversity influences cooperation. A cooperation system that only has a small number of actors that are similar to each other is easy to steer, provided the power balance is relatively stable, however this can lack innovation and effectiveness. The more actors are involved and greater the diversity, the more difficult to steer but the better the innovations and effectiveness. Cooperation with the various structures that SEBS is member to will demand intense cooperation and therefore good understanding of such intensity not only to the Ex-Comm but amongst

the members is a prerequisite for better grounding. SEBS should forge links with its members systematically and other institutions to pool resources to ensure harmonized actions. Successful cooperation partnerships require striking a balance between formal procedures such as introducing rules and informal relationships allowing a certain degree of flexibility. Striking a balance between formal and informal processes can be challenging as SEBS works on ensuring transparency and accountability while ensuring relations and cooperation will need to be flexible. SEBS' membership in a number of high-level structures that steer the school means that it has immense responsibility toward the development and well-being of the school. A more systematic cooperation system will in the longer run benefit SEBS.

Even after almost 40 years of establishment, SEBS still lacks its own office complex. As SEBS continues to grow some of the challenges mentioned below continue to persist:

1. The growing number of alumni, now more than 4,500 with more than 100 alumni being added to the pool annually
2. A common theme to bring alumni together
3. A dedicated source of fund
4. Despite all these years SEBS still lacks its own building

It also has the challenge to manage unrealistic expectations of its members, it might be prudent to reach out to its membership base to explain how much it can do or not do. SEBS will continue to face many challenges and some of these challenges are due to its own success. Sometimes successes, such as strong capital, solidarity, loyalty, pride, if not managed can be the reason for challenges. Without a secretariat, SEBS has not been able to effectively utilize or build on these successes.

SECTION FOUR: CONCLUSION

Despite almost 40 years in existence, key findings point to a continuing confusion at the SEBS organizational level regarding, roles, mandates, and how SEBS works with its members nationally and internationally, particularly as new generation of members, with diverse demands and aspirations, are added annually. The organizational structure is such that confusions persist as some of the policies are dysfunctional, unclear, redundant, or not archived. SEBS structures are still evolving on an ad-hoc basis, not only within Nepal but also around the world, and with each structure trying to interpret their powers and jurisdictions in ways that fit them the best.

SEBS as an organization largely rests on individual strength and internal politics also still holds prominence. Different individual dynamics depends on personalities as well as influences in each SEBS Ex-Comm and whether or not the President, Vice President and other members are on the “same side” or in opposition to each other. As an organization, SEBS is still trying to find its feet and is facing challenges getting things going and fulfilling member expectations. The most consistent message received concerned problems faced by SEBS Ex-Comm in trying to fulfil their responsibilities and get things done without staff. Similarly, they noted a lack of working space affected functionality and having to rent their office with limited budget further compounds the problem. There are no meeting spaces, and therefore no confidentiality around any discussions taking place. While there may be some advantages around transparency to this, on the other hand it does affect the way that everyday business is conducted and creates problems for specialist services. There are also times some differences between SEBS and BNKS mainly revolving around the adherence to BNKS and SMC processes and their legality, with friction occurring when SEBS will not proceed if it has to circumvent elements of due process.

Overall, there is considerable variability in the way SEBS activities have been implemented over the years, in particular their depth and quality. This has depended to a large extent on the existing skills base in each Ex-Comm team and funds that are at their disposal at the time. SEBS has not been able to cultivate broad participation and member consultation, probably partly due to the distances involved to conduct any meaningful process in this regard.

Improved strategic activity selection requires long-term vision, allocation of budgets, and expertise to be able to take good decisions through appropriate prioritization. While the Ex-Comm does try to consult with members before any initiative, this is normally limited to a small group. The Ex-Comm needs a secretariat from where they can communicate and function properly.

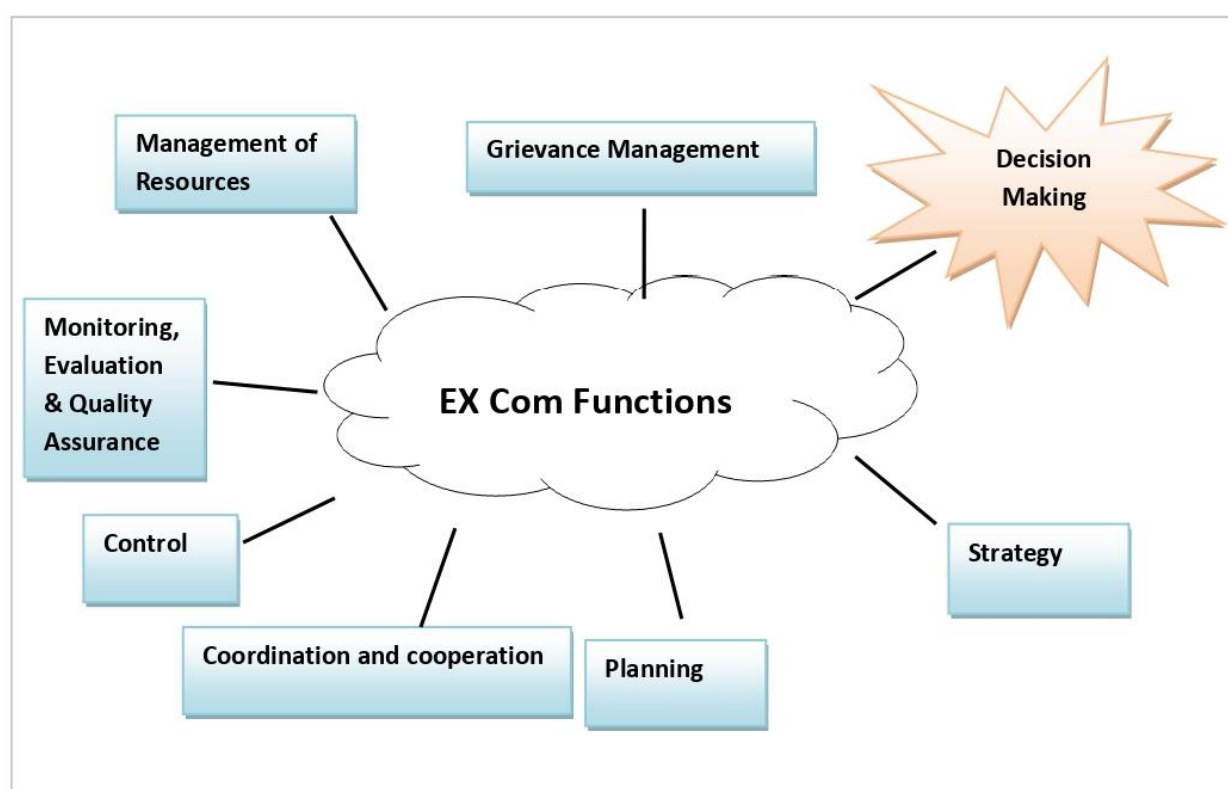
SEBS faces criticism on equity and inclusion, which is probably the most important issue it is encountering. The practice of viewing all in a general footing and taking a broad-based approach is common. The organizational culture is such that though SEBS members are from a school that respects social inclusion. SEBS still has a long way to go to reflect this in the way it functions. Associated with the challenges of implementing SEBS constitutional requirements is ensuring inclusion, women members and members from other marginalized groups are still underrepresented across SEBS structures and actively participating members.

To cater to the expectations of its members, SEBS will need to adopt a systems approach to its institutional and organizational functioning addressing the internal governance system broadly focusing on improving the interactions, process, and activities that set the conditions for improvement and those who are able to participate and how they can participate. To meet this SEBS as an organization must reorganize itself

and have a set of staff to support them. The lack of clarity and haphazard nature of SEBS organization culture continues at this stage, and the Ex-Comm is under huge pressure to bring change and fulfil demands that they are struggling to do so. Organizational cultural sensitivity is necessary in this critical phase of SEBS to ensure that all groups benefit from its services, including those who may be far off, or that have traditionally not benefitted from opportunities in the past to prevent latent resentments from emerging or being exacerbated, or other unhelpful behaviours being expressed such as groups becoming 'spoilers' or undermining SEBS efforts. One of the dangers that SEBS might face in this period is that these differences and potential resentments, in a worst-case scenario, would end up with a polarization of members coalescing around batch or individual interest with increased 'transactional support' (whereby you vote for a batch or individual with the expectation of being rewarded through distribution of benefits). This would then create a situation reinforcing patronage systems rewarding those who are not criticizing the organization, which in turn may result in a vicious cycle reinforcing a 'winner takes all' culture.

It is apparent that SEBS has to be involved in multiple functions and therefore it is of utmost urgent that a well-structured organizational functioning process is in place. Figure 3 details some important functions that SEBS Ex-Comm should initiate at the earliest.

Figure 4: Organizational Functions



An organization is influenced by its environment, which is constantly changing due to various factors. Similarly, SEBS needs to cater to various needs and demands and therefore it is necessary to have a robust steering structure, which has good supply of information to make decisions. For this SEBS should have a good strategy in place followed by flexible planning. The quality of decisions will depend a lot among other things on how well monitoring system works and how well grievances are managed. The figure above

provides a picture of the various activities that need to be done and how these functions can ingrate processes.

It is apparent that SEBS has to be involved in multiple functions and therefore it is of utmost urgent that a well-structured organizational functioning process is in place. Figure 3 details some important functions that SEBS Ex-Comm should initiate at the earliest. An organization is influenced by its environment, which is constantly changing due to various factors. Similarly, SEBS needs to cater to various needs and demands and therefore it is necessary to have a robust steering structure, which has good supply of information to make decisions. For this SEBS should have a good strategy in place followed by flexible planning. The quality of decisions will depend a lot among other things on how well monitoring system works and how well grievances are managed. The figure below provides a picture of the various activities that need to be done and how these functions can ingrate processes.

One of the reasons SEBS faces challenges is that it has different types of members, which needs to be reviewed and discussed with wider members and come up with what it means to have different types of members and what the entitlements are for each category of membership. The four membership categories/types are:

- General member – any BNKS high school graduate who has completed at least one year of school at Budhanilkantha School. [Note: The concerned batch will have to complete +2 or equivalent level of education or the highest level of education the school offered at any point for the individual to be eligible for SEBS general membership.]
- Active member – alumni who pay annual membership fee
- Life member – alumni who have paid the specified life membership fee
- Invited member – external individuals invited/proposed by at least 2 active or life members and then formally approved by the Ex-Comm to accord the invited membership status, and who have paid the specified annual fee.

As in many organizations SEBS also has different types of memberships, but it is not clear what these members are entitled to do, this will need more detailing. The ambiguity in the membership entitlements leads to low participation, noticed during the AGM which is open to all members and is the apex body, but has very low participation when meetings are called. The reason for low participation could be due to several reasons such as not enough advertisement or low levels of engagement of SEBS with its members.

The survey results clearly indicate there is much room for improvement and therefore SEBS needs to conduct internal reflection workshops to review its specific activities and explore what has worked well and what needs further improvement. SEBS should prioritize building a strong foundation to stand upon. The first thing to do would be to build a functional and strong secretariat to support the Ex-Comm to carry out its vision. A more member-oriented institution, with a strong database and a robust fundraising operation would help achieve its constitutional mandate.

In conclusion, it is clear there is a unique opportunity for SEBS to improve internal governance considerably to positively affect the organizational culture. The more holistic and integrated approach that is taken to strengthening the organizational governance and culture, the better the enabling environment through systemic and systematic organizational culture enhancement, and the better the longer-term outcomes are likely to be. The current appraisal and review of constitution provides a strong and very relevant entry points that resonate with the current needs of the SEBS.

SECTION 5: SUMMARY OF RECOMMENDATIONS

This section presents recommendations based on the analysis in the earlier chapters. Specific set of recommendations for the constitution amendment is attached in Annex VII.

Improve institutional coherence

Besides the SEBS Ex-Comm, there are several BNKS alumni-related formal and informal institutions in place. These include the various SEBS-related entities around the world, SEBS Advisor Board and Council, Budhanilkantha Endowment Fund, and Budhanilkantha Business Savings and Credit Cooperatives Ltd. (BBC). However, a lack of clarity in policies and guidelines, and the constitution, and the silo working culture has led to a lack of coherence. Coordination across these structures had tended to depend on personal relationships rather than well-defined institutional frameworks. This has led to lack of clarity in roles and mandates, and everyday responsibilities primarily in three fronts: within members, between various formal and informal structures, and Ex-Comm.

It is essential to define institutional frameworks to ensure that they are adequately anchored with the main alumni body and enhance coordination and cooperation among these institutions. These can include the following:

Establishing memorandum of understanding (MOU) between SEBS and the various SEBS related institutions

The MOUs would guide the relationship between the various SEBS related entities.

Revitalizing the SEBS Advisory Board and Council

The Advisory Board and Council can provide essential advisory support to SEBS. SEBS should understand that the more people or members are engaged with the system, the greater the resilience of the institution, and greater the resilience, greater the ownership. SEBS should work to re-establish these structures and actively seek their advisory support.

Advocate with BNKS to establish an alumni liaison office/officer

An alumni liaison office at the school would help institutionalize the linkage between SEBS and the school. SEBS could offer cover the officer's remuneration for a period of time to demonstrate the value of such an office in the long run.

Providing a platform to bring together all BNKS-related people including ex-Teachers, ex-Staff, under 'Friends of SEBS'.

The bonding that everyone shares at BNKS is unique to boarding schools. This bond among students, guardians, teachers and staffs, all contributed to our growth. As SEBS crosses 40 years, networking is key to bring all BNKS' well-wishers together in one platform. This indirectly helps fundraising and strengthening of our unique bond further.

Constitution Amendment

The SEBS' constitution was developed in 1982 and since then it has been amended thrice to address problems of the hour with little analysis on long term implications. SEBS has grown enormously, both in terms of geographical outreach and members, which has brought up new challenges and expectations many of which have been analysed during this appraisal. SEBS needs to amend the constitution to reflect these recommendations where applicable.

Organizational Development

Strengthen the SEBS Secretariat

Many of the challenges facing SEBS are rooted in the poor capacity of SEBS secretariat. At the moment, SEBS has no physical location for the secretariat, which is poorly staffed. In most cases, the Ex-Comm members are overseeing the entire program, including day-to-day operations. As this takes up most of the Ex-Comm members' time, they are not always able to provide strategic direction to SEBS. It is important to strengthen the secretariat to ensure the quality of daily operations and ensure technical support for implementation of strategic decisions. Toward this, there are following recommendations:

- Conduct Organisation and Management Survey: SEBS needs to conduct an organisational and management survey to determine staffing and other resource needs. Only in accordance with the findings of the O&M survey, SEBS should create positions and hire new people.
- Ensure financing for staff required: Adding staff will incur additional expenses but would be worth to enhance functional capacity of SEBS which should be financed.
- Knowledge management: Long-term vision and knowledge management is necessary to achieve success. SEBS should consider developing a sound strategy and knowledge management tool following a participatory consultation. This should include increasing the resources for the secretariat for better communication and using cloud storage for managing documents. This should also include proper digital archiving of SEBS and BNKS history till date.
- SEBS space/building - In the medium term, SEBS should consider establishing its own office space. Some conversations about this have been initiated with the school about this.

Define terms of reference (TOR) for the Executive Committee

The Ex-Comm does not have a clear TOR and each committee tends to define it in its own ways. To ensure that the core functions remain standardized, a clear TOR would be useful. The TOR should, among other things, include the following:

- Terms of engagement with BNKS alumni liaison officer
- Terms of engagement with the Advisory Board/Council and Past President's Committee (PPC) for advisory support
- Terms of engagement with the PPC

Invest in building leadership

Ex-Comm elections are held every two years and as a result there is a turnover of elected members every two years. SEBS should invest in building leadership of each new set of committee members. In addition, SEBS could consider an overlap between the outgoing and incoming Ex-Comms and have a handover period of at least a month during the transition to the new Ex-Comm each time.

Revitalize Past Presidents Committee (PPC) for advisory support

Institutional memory is one of the greatest strengths of any organization in taking it forward. The constitution has provisions for a PPC which should be revitalized.

Create a mechanism to support SEBS' representation in the school's policy making bodies

SEBS president is the ex-officio member of SMC. The member of BOT, however, is selected by SEBS. Therefore, SEBS should have clearly defined criteria for the selection of SEBS' representative to the BOT.

Additionally, before each meeting with the BOT, SMC, FOBS and other such bodies, SEBS Ex-Comm should discuss the priorities of SEBS relevant to the agenda and record all meetings minutes to ensure transparency. Each member representing SEBS in BOT, SMC, and FOBS should brief SEBS Ex-Comm after each meeting and all discussions should be minuted and shared with members. This will foster transparency and galvanize greater interest and participation amongst the members.

Strengthen networking among alumni

SEBS should focus more on providing member services including networking and creating an updated member database. This could include the following.

- Revitalizing the batch representatives and forming a batch representatives' committee, including female representation in those committees for the batches where that is applicable, to have better engagement with each batch. The coordinator of that committee can liaise with the SEBS Ex-Comm.
- Expanding the alumni database that has been initiated. Establishing a helpdesk in BNKS during the final month of school each year to collect details of individuals at the time of graduation would help the database project.
- Ensuring outreach and support to students who leave after 10th grade before they are considered SEBS members (when their batch completes 12th grade). An annual event could be organized targeted to this group.

Supporting BNKS:

SEBS should leverage the substantial financial and technical resource among the alumni towards the educational improvement of Budhanilkantha School. This could include the following:

- Encourage alumni engagement with current students especially through clubs at school
- College application support, which is already ongoing
- Career counselling and leadership training to fresh graduates

Membership

Clarify membership types, criteria, and entitlements

To maintain enthusiasm and ensure retention of members, SEBS should clarify the types of membership, and eligibility criteria and entitlements for each type of membership.

Clarifying the types of support available for members and criteria

SEBS often provides funds directly or provides a platform for raising funds for alumni facing emergencies. It would be useful to document the resources available to alumni and the criteria for accessing it.

Cross-Cutting

Improving communications

Improved strategic communication is key to SEBS' daily operations and its support to the alumni. This would enhance ownership and accountability of SEBS. SEBS should consider the following towards that:

- Develop a communications strategy for regular, consistent communication to all alumni through multiple media
- Launch new SEBS website and help maintain legacy of sebsonline.com. A revitalized SEBS website can do wonders to bring together alumni spread globally. This can also help streamline

membership with login provision for various categories, so everyone feels reconnected. The website could also provide a platform for internal discussions, chats, announcements, and fundraising. Put in place and implement strict and effective privacy and security mechanism in place to make all members feel welcome and safe in using the website, e.g. inputting their personal details etc.

- Improve internal communication through regular, quality consultations for planning and prioritization of activities, and other key issues. Identify best practices across to date to draw on, with the intention of trying to reach a greater audience. The consultations should be documented for future reference.
- Mobilize batch representatives more effectively for communication

Establish fundraising mechanism

While this aspect has not been sufficiently explored during the appraisal, it is essential. SEBS relies on ad-hoc donations from its members which is not sustainable. In addition, funds are raised to respond to crises. SEBS should form a committee which develops a fundraising strategy and organizes fund raising events throughout the year.

ANNEXES

Annex I: Terms of Reference

SEBS Constitution Amendment Recommendation Taskforce	
TERMS OF REFERENCE	

Contents

BACKGROUND	2
OBJECTIVE	2
ESTABLISHMENT	3
FUNCTIONS AND RESPONSIBILITIES	3
METHODOLOGY	3
LIMITATIONS	3
RESERVED AUTHORITIES	4
DELEGATED AUTHORITIES	4
REFERRAL OF MATTERS	4
SUB-GROUPS	4
TASKFORCE MEMBERS	4
CHAIR AND DEPUTY CHAIRPERSON	5
QUORUM	5
CONFLICT OF INTEREST	5
MEETINGS	5
ACCESS TO RESOURCES	5
TERM OF THE TASKFORCE	6
FAILURE OF THE TASKFORCE TO SUBMIT THE REPORT	6

1. BACKGROUND

After much planning and forethought, Budhanilkantha School came into existence in 1972. As a joint venture between the Government of the United Kingdom and the Government of Nepal, the Nepali government provided the required land and the British government provided all the technical and financial assistance.

Teaching started in 1973 with one building, 82 students (all boys) and about a dozen teachers. The same building served as the hostel, the cafeteria and the classrooms. The construction of other buildings (hostels, classrooms, dining hall, assembly hall, and sports hall and staff quarters) was completed by the end of 1978. Peter J. Wakeman became the first Headmaster of Budhanilkantha School and Mr. Ratna Bahadur Tamot and Mr. Gehendra Man Udas were the first Nepali personnel to be appointed as teachers.

The first batch of students took the School Leaving Certificate Examination (the national exam that is taken at the end of class 10) in 1980. When 11 out of 14 students listed as the Top 10 position holders in the whole nation were from this school, Budhanilkantha School established itself as the icon of quality education. In 1983, English was made the official language of instruction at Budhanilkantha School and two years later the Cambridge University's Ordinary-Level program was introduced. The introduction of Advanced Level of the same took place in 1986.

The major change came in 1991 when it was switched from 'Boys only school' to a co-educational institution. The first batch of girls (14 in number) was introduced into the system the same year. The addition of two hostels, one of which was inaugurated by the late Princess Diana, in 1992 facilitated the increase in the girls' population.

Society of Ex-Budhanilkantha Students (SEBS) is the association of the alumni Budhanilkantha School with more than 4,000 members spread around the world and has been registered as a Non-Profit organization since our inception in the year 1982. SEBS is designed to serve its members, Budhanilkantha School and the society. Being a volunteer organization with the main aim to support its members, Budhanilkantha School and society, SEBS provides social service to the community of Nepal and helps in its development. SEBS has been organizing various programs in the field of education, health, disaster relief and other charitable works to help the people who are in need. It is based in Kathmandu, Nepal and has other organizations with similar objectives in North America, United Kingdom and Australian and they have been recognized by us as our partner and alumni representative in the region where they are registered.

SEBS being alumni of Budhanilkantha School has its representative in the Board of Trustee (BOT) and School Management Committee (SMC) of Budhanilkantha School.

2. OBJECTIVE

3. Conduct institutional appraisal of SEBS

4. To suggest the executive committee on the necessary amendment of the constitution of SEBS based on the current context

5. ESTABLISHMENT

The SEBS Constitution Amendment Recommendation Task Force hereinafter known as “Taskforce” is a task force formed by the executive committee of Society of Ex-Budhanilkantha Students. The taskforce will provide reports and/or advise the executive committee on the “Constitution Amendment” of Society of Ex-Budhanilkantha Students hereinafter known as SEBS.

6. FUNCTIONS AND RESPONSIBILITIES

The Taskforce shall have the following functions and responsibilities:

- a. 6.1. Communicate with members of SEBS hereinafter known as SEBSers in coordination with the executive committee through batch representatives and/or any other method for collecting views / comments / suggestions / feedback.
 - b. 6.2. Communicate with Budhanilkantha School hereinafter known as BNKS to collect their views / comments / suggestions / feedback.
 - c. 6.3. Communicate with other existing SEBS chapters and organizations registered by SEBSers for SEBSers and BNKS.
- 6.4. Communicate with the different governing authorities for updates on relevant laws and provisions.
- 6.5. Prepare recommendation report that includes at least but not limited to the following:
- 6.5.1. Structural changes that are required by SEBS and the process of achieving such changes.
 - 6.5.2. Required constitutional amendment in the existing constitution of SEBS with special attention to the following issues:
 - 6.5.2.1.1. Membership Type and eligibility of the members to be in specific category of membership (consideration has to be made for SEBSers who are abroad and Non Residential Nepalese).
 - 6.5.2.1.2. Membership renewal process and renewal fees.
 - 6.5.2.1.3. Communication and coordination mechanism with SEBS chapters and organizations registered by SEBSers for SEBSers and BNKS.
- 6.6. Prepare a draft report and share it with the concerned stakeholders for discussions and to get their comments / suggestions / feedback.
- 6.7. Prepare the final report and submit it to the executive committee.

7. METHODOLOGY

Throughout the process, it is necessary that the SEBS Ex com has the opportunity to discuss the committee’s findings to verify the relevance and accuracy of the information and the hypotheses, to ensure ownership among the users of the restructuring, and to ensure the translation of analysis into action-guiding decisions.

8. LIMITATIONS

Whatever may be the findings; the key structural changes shall be in accordance with the prevailing constitution of SEBS and the relevant laws of Government of Nepal and should be aimed toward broader,

increased and inclusive participation of all the eligible members, i.e. ex-students of BNKS, towards achieving the objective of SEBS.

9. RESERVED AUTHORITIES

The Executive Committee and the Annual General Meeting of SEBS reserves all the right to make the modification to any or all of the recommendations made by the taskforce as per the prevailing constitution of SEBS.

10. DELEGATED AUTHORITIES

The executive committee delegates the following authority to this taskforce in relation to conducting the functions and responsibilities given to the taskforce:

- 10.1. to communicate with all the required stakeholders
- 10.2. review existing documents
- 10.3. form sub groups, if required
- 10.4. represent SEBS in relation to achieving the objectives mentioned in the functions and responsibilities section

11. REFERRAL OF MATTERS

The Taskforce may refer any item to the executive committee for discussion, consideration and/or action, and may refer relevant matters for action or noting as appropriate.

12. SUB-GROUPS

The Taskforce may establish sub-groups and approve their Terms of Reference, which must be constructed to ensure consistency and coordination between the functions of all sub-groups.

The Taskforce shall receive reports from its sub-groups and be responsible for monitoring and evaluating each sub-group activity against their functions and responsibilities.

13. TASKFORCE MEMBERS

The executive committee shall appoint members of the taskforce except for experts in the required field. The executive committee shall be responsible for providing the remuneration to the expert approved by the taskforce after the submission of the final report to the executive committee. The Taskforce shall comprise of maximum thirteen members.

- 1. Santosh Bisht (131A)
- 2. Shyam KC (252)
- 3. Bimal Kumar Khadka (334A)
- 4. Gyanendra Raj Pandey (937A)
- 5. Srijana Chettri (590B)
- 6. Bishan Wagle (952B)
- 7. Jyoti Maya Pandey (392C)
- 8. Avash Pandit (816C)
- 9. Anup Uprety (6062D)
- 10. Anjila Rijal (9004D)
- 11. Supun Dahal (4051D) - Executive Committee Representative

12. Expert – Appointed by the taskforce (Non-Voting Member)

14. CHAIR AND DEPUTY CHAIRPERSON

The Chair and the Deputy Chair shall be decided by the taskforce members in their first meeting. Such appointment of the chair and the deputy chair has to be reported to the executive committee in written by the taskforce.

15. QUORUM

The quorum for a task force meeting shall be 50% of the membership, plus one. Where a loss of quorum is identified, the meeting may be adjourned until a time the Chair determines. Any matters for decision considered when the meeting is inquorate must be subsequently ratified by the taskforce or at the next task force meeting.

16. CONFLICT OF INTEREST

Taskforce members are required to declare to the Chair any real, perceived or potential conflict of interest they may have with any item on the task force's agenda. If the Chair or taskforce deems a member to have a conflict of interest in a matter before the taskforce, the member will be excused from taskforce discussions and deliberations on that matter or must not be present when the taskforce considers that matter.

17. MEETINGS

Taskforce meetings may be held face-to face, by telephone, videoconference, or other electronic means. Taskforce decisions may be made at a duly called and constituted meeting or by a resolution in writing to all members and physically or electronically signed by at least a quorum of members.

Taskforce members are required to fully prepare for each meeting, read the documentation in advance, and make every reasonable effort to attend each meeting.

18. ACCESS TO RESOURCES

SEBS office located in Kathmandu and all the resources available there will be provided to the taskforce members when required.

19. TERM OF THE TASKFORCE

The term of the taskforce will be 90 days from the date of commencement. If the task force finds that the term should be extended then the taskforce must ask in writing to the executive committee. The executive committee can extend the term of the taskforce by one month.

20. FAILURE OF THE TASKFORCE TO SUBMIT THE REPORT

In case the taskforce fails to submit the report during the time provided to it and the extended time, all the meeting minutes, intermediate finding, reports shall be submitted to the executive committee. If required the executive committee shall compile the report and shall table the finding in the AGM for approval.

Annex II: Members of the SEBS-Constitution Amendment Recommendation Taskforce-2020/2021

1. Santosh Bisht (100A)	Chairperson
2. Bishan B. Wagle (900B)	Co-chairperson
3. Shyam KC (200A)	Member
4. Bimal Khadka (300A)	Member
5. Gyanendra Raj Pandey (900A)	Member
6. Srijana Chhetri (500B)	Member
7. Jyoti Pandey (300C)	Member
8. Aavash Pandit (800C)	Member
9. Supun Dahal (4000D)	Member
10. Anup Upreti (6000D)	Member
11. Anjeela Rijal (9000D)	Member
12. Saugat Lama (600C)	Member
13. Bijaya Babu Shiwakoti (300C)	Member-Secretary

Annex III – Institutional Appraisal and Constitution Amendment Checklist and Process Questions, 17 October 2020

1. Section One: Background of Budhanilkantha School (BNKS)

1.1 The Evolution of BNKS

- When was BNKS established and why?
- How was it conceptualized (Formal and Informal discussions)?
- Who were the main actors (teachers, Donors, GON, etc.)?

1.2 BNKS Steering and Support Structures

- What are the key steering structures of BNKS? (SMC, BOT, FOBS, SEBS, etc.?)
- What are key support structures?
- Provide a brief introduction of each structure, establishment date, members with designation and mandate of each structure
- An organizational chart will be helpful
- Explain the relation of each structure (an actor mapping with relation lines will be helpful)
- How does SEBS coordinate with each structure? Formal and Informal processes
- How does SEBS position itself as a key actor to accomplish its mission, vision, and objectives?

1.3 Challenges

- What were the main challenges faced by BNKS?
- What can we learn from the challenge?

2. Section 2: SEBS Institutional Structures

2.1 Evolution/Development of SEBS

- Why and how did the ex-students conceptualize establishing SEBS – Formal and informal discussions
- What were the key events leading to formalize SEBS in 1982?
- How/what formal procedures (constitutions, article of association, etc., 1st Ex-com members, structure, etc.) and registration process were followed then in 1982?
- (Was SEBS registered as an NGO, originally in 1982? Were other options available then/ or explored?
- Once registered, how did SEBS communicate with its community? How was it received?
- How did BNKS take SEBS when were they formally recognized by BNKS (e.g. when did SEBS join SMC meetings etc.)
- What were the positive factors that led to the inclusion of SEBS in the SMC and BOT by BNKS? (a recognition as a serious stakeholder in BNKS matters?)

2.2 SEBS Formal Structures

- What are SEBS formal structures and how are its relations with each structure?
- Examples: SEBS General Assembly – role, mandate, etc.
- SEBS Executive Committee – role, responsibilities, mandate, frequency of meetings, etc.

- SEBS Support/advisory council/boards/ Committees – how many, role, mandate responsibility, establishment dates, etc.

2.2 SEBS Informal Structures/Relations

- SEBS International Chapters – how many, establishment date mandate, etc.
- How do the chapters link with SEBS?
- Are the Chapters registered with SEBS, etc.?
- Is the vision mission of SEBS chapter in line with SEBS vision, mission objectives?
- Are there other informal structures if yes list them with names, establishment date, functions and how these are linked with SEBS?

2.3 SEBS Mission, Vision and Objectives -

- What is the mission and vision of SEBS? (list the 3 core functions-BNKS, SEBSers, society)
- challenges as an organization?
- challenge as a volunteer-based organization?
- membership, funding, etc.
- Highlight the main works carried out by SEBS till date as part of its 3 core functions to serve (alma mater, members and the society)? how far has it succeeded in fulfilling this?
- Briefly highlight in bullet points 5 key activities/achievement of SEBS (in every decade) (i.e. before 1990) (1990-2000) and after 2000-2010 _2010-2020.

Section 3: SEBS Constitution and Strategy

3.1 SEBS Strategy

- Has SEBS developed any strategy?
- Has there been an attempt to develop a strategy? When, what happened?
- What kind of strategic documents are available?
- 3.2 SEBS Institutional Environment
- What other institutional arrangements does SEBS have?
- How do these arrangements influence SEBS functioning?

3.3 SEBS Constitution

- What does the preamble signify?
- Why has SEBS not been able to materialize several provisions already in the SEBS constitution (e.g. SEBS Complex-which is a 25-year-old proposal/idea) till date? what is the core problem? funds/money? or lack of capacity/commitment to implement by virtue of being a volunteer-based org? what else?
- Why has the SEBS advisory board/council not formed nor consulted during the course of the past years-when the Org. faced critical problems?
- Why is the relationship with the 'chapters' always an issue? why are the solutions (year by year by Ex-Com) more of personality -focused rather than organization -to-organization solution

- How much has SEBS really catered to its 'members'? membership service? why would any SEBSer support/donate/feel ownership of SEBS as an org? what more can be done to serve and make SEBSers feel welcomed/supported?
- What are some of the 'negative' impressions of SEBS that is stopping SEBSers (including female SEBSers participation) in SEBS actively?
- What can be done to improve SEBS and take it forward? utilizing the great potential that it has as a community of over 4500 smart people in 77 districts, and over xxx countries globally?
- is the issue of NGO vs. alumni org a real issue now raised out of honesty or is it just a proxy to the 'other' issues on latest contention/registration at CDO office?
- what are/can be SEBS' priority for the next 5 years?
- How many times has the constitution been amended? List the amendment date, clause and the reasons leading to the amendments?

3.3.1 First Amendment

- Brief explanation
- Date Clause Amendment Remark
- List all the amendments in table
- Are there any learnings from these amendments (processes, systems, etc.)?
- How were the amendments discussed with SEBS community?
- Who decided the amendments?
- After all the amendments does the constitution reflect the need of the time, which clauses are no more relevant or are defunct or non-relevant or controversial?
- What should be amended and why?
- List the clauses that need to be amended in 2020 and why

3.4 Institutional Options

- Has SEBS explored other institutional options?
- What other options are there for SEBS?
- Company Registration – What is it? Is this an option?
- Company Registration Pros Cons Remarks
 - Recommendation
- Registration as Association
 - What is it? Is this an option?
 - Recommendation
- Registration as NGO – what is it? How has SEBS benefitted
 - NGO Registration
 - Pros Cons Remarks
 - Recommendation

3.5 Conclusion

- What is the best option for SEBS?

Section 4: SEBS Organizational Structure

4.1 SEBS Organizational Structure

- Describe SEBS organizational Structure
- List all the positions with brief responsibilities
- How many permanent/full time staff and how many temporary staff?
- Who pays the salary?
- Does SEBS have a permanent office if yes where?
- List SEBS assets
- How is SEBS budget prepared? Who approves it?
- Cultural traits of SEBS
- [is SEBS org. structure one of the reasons for the latest context/debate leading to the non-registration and issue at CDO office?]

4.2 Human Resource Management (Volunteer-Management/mobilization policy)

- Does SEBS have a human resource management policy?
- Does GESI reflect in the policy?
- Is sexual harassment policy in place?
- How are grievances managed in SEBS? Who leads? Who decides?
- Does SEBS have a data registry of its community?

4.3 Communications

- How does SEBS communicate with its community?
- SEBS websites (sebsonline, new sebs.org.np? etc. how are they in terms of reaching/access (success stories?
- SEBS official email/info sharing policy for transparency etc.
- Which Social Media does SEBS use? Who manages them? Is code of conduct in place?
- Does SEBS have a spokesperson?
- How is knowledge managed in SEBS?
- SEBS member's directory? database work? do we have all list of over 4500 members?
- Institutional memory/documentation/filing system in place at SEBS office? (e.g. copies of MOUs signed with chapters at different periods?

4.4 Planning and Budgeting

- SEBS Finances/sources of funds, audits, etc.
- What is the usual annual budget/programming costs of SEBS? (or turn over during past 5 Ex-com period/years)
- Overview of financial management, banking, authorizations signatories, major headings of expenditures etc.
- donation/fundraising practices so far?
- major chunks of donation/fund collected/year (list table with estimate approximate)?
- Annual Audits completed/shared to Members? transparency?
- Other mechanisms for financial checks and balances in place?

- [add one guiding Q at end of each section to relate to this current need for amendment, etc.] Is finance one of the reasons for latest 'debate' (from AGM 2018, 2019, etc.) in SEBS, leading to the current context? (we can find better terms and put it in better way)

Annex IV: Survey Results

SEBS Constitution Amendment Recommendation Taskforce conducted an online Google survey to gather information on how SEBS is perceived by SEBSers. It was an effort to make the appraisal process more participatory and foster ownership and commitment of all SEBSers. 174 alumni from across the six cohorts responded to the survey.

Key findings:

- 33% of the respondents have not engaged at all with SEBS in the last two years.
- 70% say better communication from SEBS would help engage more; 44% say an increased sense of belonging would help; 33% say more diverse and inclusive leadership would help; 25% says safer and respectful spaces to engage [multiple options were possible]
- 40% are willing to provide resources to SEBS; 42% are willing to mentor fellows' alumni
- 86% want SEBS to organize networking events
- 54% say SEBS should NOT charge a membership fee
- In supporting BNKS, 61% say SEBS should prioritize Contributing to School's policymaking
- 80% say regular communication from school would help mobilize the alumni network
- 16.5% say SEBS should NOT engage with the larger society (beyond school and alumni)

83.3 percent of the respondents were male and about a third were outside Nepal at the time of the survey.

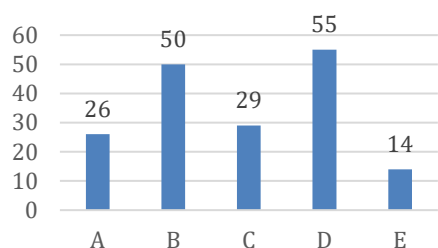


Figure 1: Respondents by batch

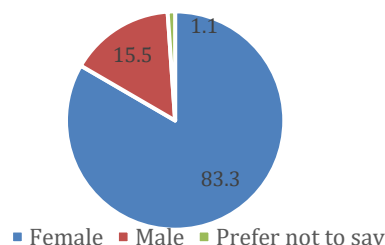


Figure 2: By gender

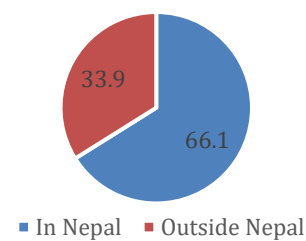


Figure 3: By location

Key survey findings are described and illustrated below.²⁰

²⁰ Full of set survey findings are available at - <https://docs.google.com/forms/d/1A-qk1PmaV2gpBXfm2WBBhM1AS0zPoV58rHS07p3MZnk/edit?ts=603b4cf5&gxids=7628#responses>

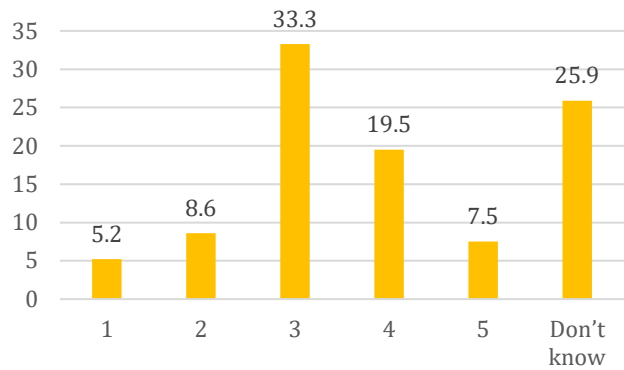


Figure 4: SEBS performance in serving alma mater members

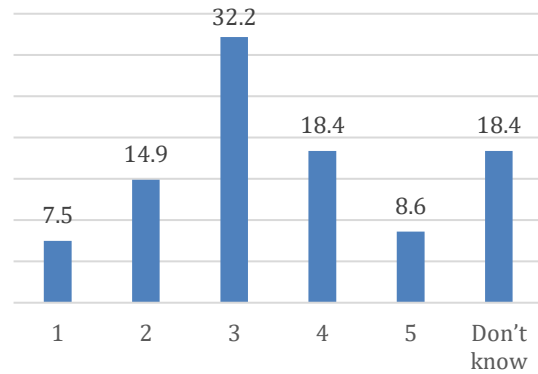


Figure 5: SEBS performance in serving its members

About a third of respondents scored SEBS's performance to be average in terms of serving its alma mater, alumni and the society. A notable share of respondents (13-26 percent) reported they didn't know the performance.

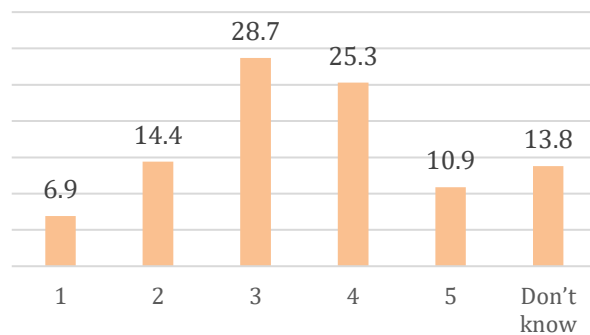


Figure 6: SEBS performance in serving society

About a third of the respondents had not engaged at all with SEBS in the past 24 months. About 71 percent suggested that better communication would help them in engaging more.

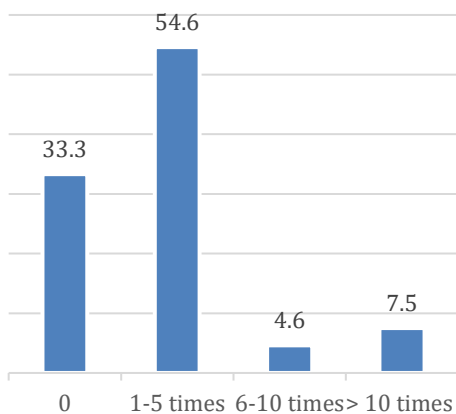


Figure 7: Engagement with SEBS in the last 24 months

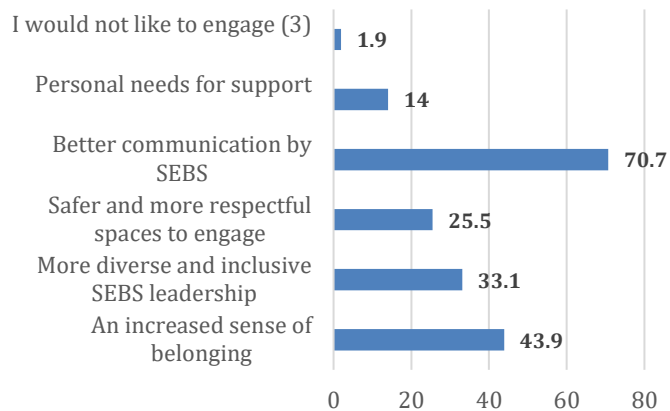


Figure 8: What would help you engage more?

Asked how much sense of belonging one feels, 60% of the respondents rated four or five indicating a high sense of belonging among members. 85 percent would like SEBS to offer professional networking and 77

percent would like SEBS to organize reunions. Besides, mentorship, emergency support, and support with college applications are also highly sought.

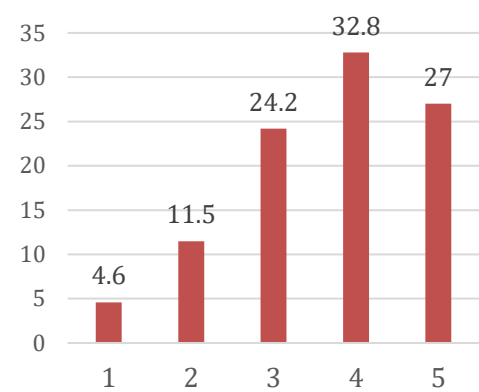


Figure 7: Sense of belonging

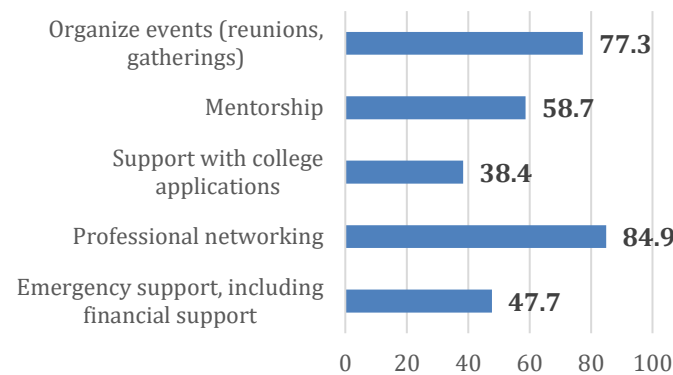


Figure 8: What should SEBS do for members?

Substantial share of SEBSers are keen to contribute by participating in events (80 percent), mentoring members (41 percent), providing resources (40 percent), hosting alumni (34 percent) and supporting college applications (22 percent).

80 percent or more SEBSers would like reunions or networking events. About 60% support the idea of organizing fundraisers.

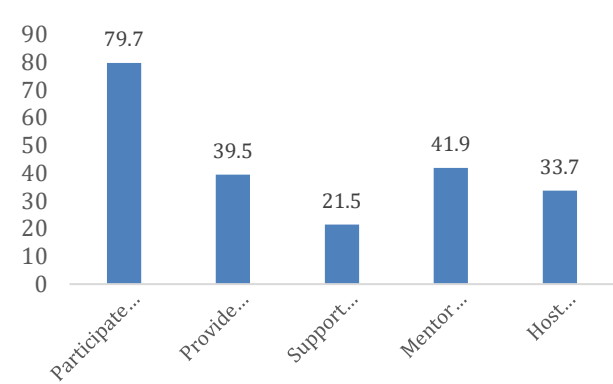


Figure 9: How alumni would like to contribute

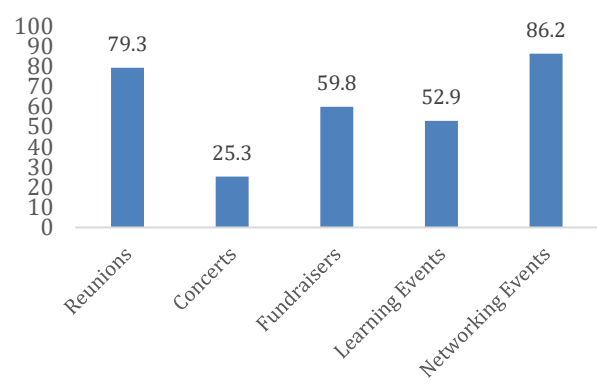


Figure 10: Types of events preferred

The survey also asked about ways to promote diversity in the SEBS executive committee. 54 percent respondents support the idea of mandating a minimum of 33 percent females in the committee. 51 percent support ensuring the that under-represented groups including Dalits, Madhesi and LGBTQI community are represented.

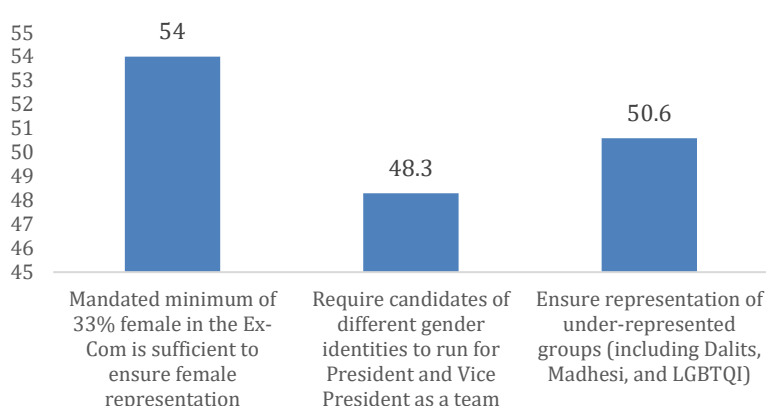


Figure 11: Diversifying SEBS leadership

Majority of the respondents (54.3 percent) do not think SEBS should charge a membership fee.

When asked what the ex-comm should prioritize in its support to the school, two aspects dominated - 61 percent respondents said that SEBS ex-com should prioritize engaging in school's policy making, 27 percent – engage with current students; following by providing financial support.

Regarding how SEBS can work with Budhanilkantha School to enable it to better utilize the alumni network, an overwhelming majority of respondents (80 percent) suggested regular communication from the school. In addition, over 55 percent of respondents suggested that the school should host reunions, actively invite alumni to engage with students and reactivate the alumni liaison office at the school.

In supporting the society, large number of respondents suggested that SEBS should focus on social campaigns (31.6 percent), followed by scholarships (26.3 percent), fundraise for social causes (19.1 percent) and focus on providing disaster relief (15.8 percent). Notably, 16.5 percent (28 respondents) said we should not engage with society.

Respondents provided a range of suggestions to harness the potential of 4500+ alumni network and improve SEBS. Many of these focused on improving communication, leadership and making SEBS more accessible to all alumni. Key messages are summarized below.

- Communication
 - Utilize social media for effective communication, instead of letting it be “a chatterbox.”
 - Designate individual(s) for public relations.
 - Make SEBS website easily accessible and with accurate info on alumni whereabouts and professional backgrounds
 - Make website more interactive “where seniors put up their profile and current students can learn about them, be inspired by them and connect with them”
 - Enable better networking via multiple platforms and organize more reunions and events
 - Create a database according to profession

- SEBS leadership & secretariat
 - Need to build confidence in leadership of SEBS first. The politicization of SEBS leadership has eroded confidence
 - Leadership should engage, ask for help, be more transparent with your activities and finances
 - Increase participation by expanding SEBS Ex-com to include women and diversity.
 - All members of committee to be dedicated
 - Secretariat needs full-time staff to run SEBS like a professional institution
 - Add sub-committees by functions (fund-raising, annual reunion, BNKS school, networking) or by batch to improve support and participation based on member's personal and professional interest
 - Add networking groups by profession medical professionals, entrepreneurs, etc.
 - Actively raise voice in genuine matters pertaining to the school policy or education and suggest the management to take necessary action.
 - Establish an office within school premises to maintain connection to school and save expenses
- Access
 - Many currently feel alienated or find seniors at SEBS intimidating, make it more accessible and transparent
- SEBS chapters
 - Many SEBS chapters operate independently without meaningful connection to the “central” SEBS to streamline the organization.
 - Add sub-chapters in other cities in Nepal to improve geographic diversity and participation.

The survey questionnaire

Batch		Gender		Current location		
1. How would you rate SEBS' performance in serving its alma mater (Budhanilkantha School)? (1 being poor and 5 being good)						
2. How would you rate SEBS' performance in serving its members? (1 being poor and 5 being good)						
3. How would you rate SEBS's performance in serving the society? (1 being poor and 5 being good)						
4. How many times have you engaged with SEBS over the last 2 years? Engagement can include voting, financial contribution, participation in meetings, activities, etc.						
5. If you have not engaged often, what would have you helped you engage more? (Click all that apply.)						
6. How much sense of belonging do you feel to the SEBS community? (1 being the lowest and 5 being the most)						
7. What should the SEBS Ex-Com work on to support its members? (Click all that apply)						
8. How would you like to contribute to SEBS? (Click all that apply.)						
9. What kind of events should SEBS organize? (Click all that apply.)						
10. All alumni are automatically general members of SEBS. Should SEBS charge a fee for active membership (i.e., with voting rights)?						
11. Do you think alumni who are not Nepali citizens should have voting rights in SEBS?						
12. How should SEBS ensure diverse representation in the Ex-Com? (Click all that apply.)						
13. What should Ex-Com prioritize in its support to Budhanilkantha School?						
14. Should SEBS engage with the larger community (beyond its members and Budhanilkantha School)?						

15. If yes, what should SEBS Ex-Com prioritize to support the larger community?
16. How can SEBS harness the potential of its 4500+ alumni network?
17. Do you have any other suggestions for improving SEBS?

Annex V – Workshop Participant List

A workshop was organized on April 24, 2021 to discuss the appraisal. Nepal saw a sudden rise in the number of Covid-19 cases around that time and many members of the taskforce and other invitees could not join the workshop. It was organized following COVID safety guidelines. The following attended the workshop:

1. Santosh Bisht (100A)
2. Bishan B. Wagle (900B)
3. Bimal Khadka (300A)
4. Gyanendra Raj Pandey (900A)
5. Jyoti Pandey (300C)
6. Aavash Pandit (800C)
7. Bijaya Babu Shiwakoti (300C)
8. Rastra Bhusan Khadka (200B), SEBS President
9. Laxman Sharma (200A)
10. Rabindra Maharjan (200B)
11. Chandra Man Maharjan (700B)
12. Tejsu Singh Malla (200B)
13. Sneedha Mainali (100C)
14. Bholaram Pandey (900A)
15. Tilak Dhital (7000D)
16. Kritika Khadka (1000E)
17. Satish Shah (800C)

Annex VI – List of People Consulted

Key Informant Interviews

1. Homnath Acharya, Principal, Budhanilkantha School
2. Deepak Kayastha, Vice-Principal, Budhanilkantha School
3. NP Sharma, Former Principal, Budhanilkantha School
4. Keshar Khulal, Former Principal, Budhanilkantha School
5. Representatives from SEBS-NA, SEBS-Australia, SEBS-UK/ Europe for information about their organization.

Annex VII – Key provisions in SEBS Constitutional Amendments

What	Proposed change	Why
1 Preamble Name, Definitions, and many other references - Change of name	Change name from <i>Sangathan</i> to <i>Samaj</i>	SEBS was originally registered as a <i>Sangathan</i> , but <i>Samaj</i> would better reflect the role of SEBS and also align with translation of "Society" in Nepali
2 Office of the Society (Article 4(2)) - Provisions for SEBS branch offices	Insert provisions for SEBS chapters and related entities “विभिन्न स्थानमा छरिएर रहेका सदस्यहरूलाई सम्बन्धित मुलुकको प्रचलित कानून अन्तर्गत रही संगठित रुपमा यस समाजको सदस्यको दायित्व निर्वाह गर्दै मूल उद्देश्य अनुरूप कार्यहरु गर्न प्रोत्साहित गरिनेछ । यसरी संगठित इकाईहरु सँग यस समाजले समन्वय गरी कार्य गर्ने छ ।”	Since SEBS cannot (or has not) legally established chapters or related entities in other jurisdiction and would not be able to control them, this provision opens the possibility for SEBS to recognise such entities and collaborate with them
3 Membership (Article 6(1)(e); Article 6(2)(e)) - institutional membership	Create new category of institutional membership; as non-voting members देश तथा विदेशका विभिन्न स्थानमा छरिएर रहेका सदस्यहरूले सम्बन्धित मुलुकको प्रचलित कानून अन्तर्गत रही संगठित रुपमा यस समाजको सदस्यको दायित्व निर्वाह गर्दै मूल उद्देश्य अनुरूप कार्यहरु गर्न चाहेको खण्डमा बहालवाला कार्यकारिणी समितिबाट स्वीकृत भएपछि तोकिएको दर्ता शुल्क लिइ संस्थागत सदस्यता प्रदान गर्न सकिनेछ । संस्थागत सदस्यता तोकिएको अवधि भित्र नविकरण गराउनु पर्नेछ	यस समाजका सदस्यहरूका संगठित संस्थाहरूलाई समेट्नको लागि थप गरिएको Added to enable SEBS to recognize its sister entities and have a platform for collaboration.
4 Membership (Article 6(2)(a); Article 6(2)(b); Article 6(2)(d)) - Clarify membership types	General members: Registration not needed for general members Active and life member	Pursuant to prevailing laws, all BNKS graduates (any class) who have completed one academic year will be considered general members from the date when their cohort completes +2 or equivalent (or the highest class/grade available at the time, as applicable) Members that have paid their annual dues (and are in good standing) will be considered active members. Only or life active members will be permitted to cast vote and stand as candidate for Ex-Comm elections.

			<p>If the membership due has been paid for any member from the school fee, then they will be considered active members for a period of [...] years from the date of their graduation.</p> <p>Active Members can elect to convert to life-time membership by paying the appropriate fee, and shall no longer have to pay annual dues.</p> <p><i>Suggestion: Ex-Comm impose moratorium on new life-time memberships until proper database can be maintained to establish which members have paid life-time membership fees. Currently, SEBS has no mechanism for establishing if or when any member has paid life-time membership fees</i></p>
6	Membership (Article 9) - Suspension of membership	Revised from termination to suspension	<p>To clarify that power lies with AGM to suspend membership, not termination.</p> <p>Since general membership is automatically granted to qualifying graduates, any member can elect to resign their membership.</p>
8	General Meeting (Article 11(1)) - Date of General Meeting	Changed from Asar to Poush	To align with the timeline for submission of audit report
	General meeting – virtual meeting	AGM can be conducted virtually as well	To allow virtual meetings when needed
	General Meeting's activity, duties and rights (Article 12(4)) – Voting at AGM	<p>Only active and life-time members will be able to vote at General Meeting.</p> <p>General members, invitees and institutional members cannot vote.</p>	General members and guest will be able to participate in meetings and discussions. They will not be counted as part of quorum for the purpose of Article 11(1), although that cannot be amended as noted above
	Provision of Executive Committee (Article 13(1)) - Size of Ex-Comm	Increase size of committee from 13 to 15	To be more inclusive

	Provision of Executive Committee (Article 13(2), Article 13(3), Article 13(4)) - Composition of Ex Comm	<p>10 elected positions (1 president, 2 vice-presidents (increased from 1), 1 general secretary, 1 treasurer and 5 Ex-Comm members)</p> <p>Immediate Past President will be an ex-officio member</p> <p>Ex-Comm shall nominate a further 4 members to the Ex-Comm to ensure diverse representation</p> <p>Position of member-secretary abolished; Removed representative of senior-most batch of BNKS</p>	<p>To better represent and give voice to marginalized groups, the Ex-Comm should nominate the 4 members taking into consideration the composition of the elected Ex-Comm, taking into consideration gender, caste, batch/generation. The framework for this should be included in the Regulations.</p> <p>General secretary added DAO may require minimum female representation in ExComm of at least 33%</p>
	Provision of Executive Committee (Article 13(6)) - Failure to conduct election	<p>Elections for Ex-Comm should be held by every 2 years. If the election cannot be held within 2 years, in case of emergency, Ex-Comm shall have one additional month.</p> <p>In case the committee fails to hold elections still, an AGM should be called to make a decision on the matter.</p>	Clarified about the provisions for calling AGM after its term expires.
	Ex-Comm's activity, duties and rights (Article 15(7)) - Removal of Ex-Comm member	Proposed to move this provision to Article 22(2)(d)	Current provision states that if any Ex-Comm member is not present at three consecutive Ex-Comm meetings without written consent, then they will be automatically removed.
	Ex-Comm's activity, duties and rights (Article 15) - Appointment of representatives	<p>SEBS Ex-Comm will have the authority to appoint or recall representatives to relevant organizations.</p> <p>Ex-Comm also has the right to provide instructions on how to vote at such meetings and ensure their participation</p>	To clarify SEBS's representation to other relevant entities such as SMC and BOT.
11	Added	Authority to create sub-committees as needed	Required

1 2	Added	Authority to appoint staff and determine remuneration	Required
1 3	Funds (Article 19)	Provision to allow Ex-Comm to create new funds	The Ex-Comm may create, amend or close addition funds as and when required (e.g., Earthquake relief fund). Their operations shall be as prescribed.
	Fiscal provisions (Article 19(2)) - Removal of SEBS Complex Fund	Removed reference to SEBS Complex Fund	Not needed in the constitution
1 4	Provisions relating to election (Article 21(1)(d)) - Election Committee	Power to appoint election committee to be with Ex-Comm, not AGM. The appointment of election committee shall be retrospectively approved by the AGM	To ensure that the committee is formed before the AGM meets.
1 5	Added - Provisions related to online voting	Added provisions for elections to be held by electronic means	To ensure wide participation
1 6	Eligibility for Ex-Comm (Article 22(1)) - Eligibility of candidates	Article 22(1)(f) - requirement that candidate is 25 years or older will only apply to Presidential and Vice-Presidential candidates Removed – requirement for candidates to have completed bachelors Added – candidates have to self-declare that they will reside in Nepal for the period of two years. Added – Candidates who are not present at the AGM will be automatically disqualified	To ensure representation of younger graduates in other positions Excluding on basis of academic qualification is not appropriate To minimize the high turnover in Ex-Comm.
1 7	Circumstances where Ex-Comm position will be vacant (Article 22(2)(d)) - Removal of Ex-Comm member	If an Ex-Comm member is not present without prior information for 3 consecutive meetings, Ex comm can remove him/her and appoint a new member.	Clarified

1 8	Vote of No Confidence (Article 23)	<p>If vote of no confidence is filed with support of at least 10 members, Special/Extraordinary General Meeting should be called within 1 month.</p> <p>If two-third of the members present vote for it, the AGM needs to form an election committee. Until the elections are held, the current committee continues to function.</p> <p>If an Ex-Comm has survived such a vote, another no confidence motion may be filed for a period of six months.</p>	Providing the steps to file a vote of no confidence and putting in measures to minimize the abuse of the system.
	Power to issue Regulations, Guidelines and Directives (Article 25)	Ex-Comm may draft and amend Guidelines (Karyabidhi) and Directives (Nirdeshika) within the provisions of this Constitution and the Regulations	Further clarified
	Dissolution (Article 26) - Asset disposal	If the Society is dissolved, its assets shall be acquired by BNKS Education Trust under the Government of Nepal.	The law states that assets will be acquired by GON, this provision specifies that it will go to BNKS Trust under GON.
2 7	Advisory Board (Article 29) - Changes to Advisory Board	<p>Board membership limited to five as follows:</p> <ul style="list-style-type: none"> - Ex-president, - one SEBS member (who has made significant contribution and nominated by the Ex-Comm), - Principal and - FOBS president - current president to be member-secretary <p>Removed the other three nominated by the ex-comm.</p> <p>Meetings to be held at least once a year</p>	To make it more practical.
2 8	Advisory Council (Article 30) – Name change to SEBS council	<p>Removed provision for current A Level/+2 Students but</p> <p>With respect to SEBS batches that have females, one representative of each gender</p> <p>Shall meet 3 times a year, may sit additionally as required</p> <p>To be chaired by current president</p> <p>Tenure of two years</p>	

3 1	NSP	Article 31(3) - Committee to be formed by Ex-Comm (instead of Advisory board). Term to be reduced from 3 years to 2 years	To make coordination with Ex-Comm more effective
----------------	-----	--	--

Annex VIII – SEBS Constitutional Amendments – 3 Column Form (Tin Mahale)

बूढानीलकण्ठ स्कूलका भूतपूर्व विद्यार्थीको समाज (SEBS) को विधानको संशोधनको तिन महले

दफा	साबिकको व्यवस्था	संशोधित विधान	संशोधन गर्नुपर्ने कारण
नाम	बूढानीलकण्ठ स्कूलका भूतपूर्व विद्यार्थीहरुको संगठन (SEBS) को विधान २०५२	बूढानीलकण्ठ स्कूलका भूतपूर्व विद्यार्थीहरुको समाज (SEBS) को विधान २०५२	समाज शब्दले सेब्सको भुमिका दर्शाउने भएकाले ।
प्रस्तावना	बूढानीलकण्ठ स्कूलका भूतपूर्व विद्यार्थीहरु बीच आपसी मेलमिलाप कायम राखी सदस्यहरुको सिर्जनात्मक तथा नेतृत्वदायी क्षमताको विकास गर्ने उद्देश्यले सन् १९८२ मा स्थापना भएको यस संगठनले बूढानीलकण्ठ स्कूलसँग सुमधुर एवं सहयोगात्मक सम्बन्ध कायम राख्दै विभिन्न सामाजिक क्रियाकलापद्वारा राष्ट्र निर्माणमा सहयोग पुर्याउने लक्ष्य लिएको छ ।	बूढानीलकण्ठ स्कूलका भूतपूर्व विद्यार्थीहरु बीच आपसी मेलमिलाप कायम राखी सदस्यहरुको सिर्जनात्मक तथा नेतृत्वदायी क्षमताको विकास गर्ने उद्देश्यले सन् १९८२ मा स्थापना भएको यस समाजले बूढानीलकण्ठ स्कूलसँग सुमधुर एवं सहयोगात्मक सम्बन्ध कायम राख्दै विभिन्न सामाजिक क्रियाकलापद्वारा राष्ट्र निर्माणमा सहयोग पुर्याउने लक्ष्य लिएको छ ।	समाज शब्दले सेब्सको भुमिका दर्शाउने भएकाले ।
परिच्छेद १ प्रारम्भिक			
२	परिभाषा		
(२)	“संगठन” भन्नाले यस विधान बमोजिम संगठित बूढानीलकण्ठ स्कूलका भूतपूर्व विद्यार्थीहरुद्वारा स्थापित संगठन, SEBS लाई जनाउँछ ।	“समाज” भन्नाले यस विधान बमोजिम संगठित बूढानीलकण्ठ स्कूलका भूतपूर्व विद्यार्थीहरुद्वारा स्थापित समाज SEBS लाई जनाउँछ ।	समाज शब्दले सेब्सको भुमिका दर्शाउने भएकाले ।
(४)	“विधान” भन्नाले संगठनको मूल कानून सम्भन्धनु पर्दछ ।	“विधान” भन्नाले समाजको मूल कानून सम्भन्धनु पर्दछ ।	समाज शब्दले सेब्सको भुमिका दर्शाउने भएकाले ।
(५)	“सदस्य” भन्नाले यस संगठनको सदस्यलाई सम्भन्धनु पर्दछ ।	“सदस्य” भन्नाले यस समाजको सदस्यलाई सम्भन्धनु पर्दछ ।	समाज शब्दले सेब्सको भुमिका दर्शाउने भएकाले ।
(६)	“अध्यक्ष” भन्नाले यस संगठनको अध्यक्षलाई सम्भन्धनु पर्दछ ।	“अध्यक्ष” भन्नाले यस समाजको अध्यक्षलाई सम्भन्धनु पर्दछ ।	समाज शब्दले सेब्सको भुमिका दर्शाउने भएकाले ।

४	संस्थाको कार्यालय		
(१)	यस संगठनको प्रधान कार्यालय काठमाण्डौमा रहनेछ । प्रधान कार्यालयको स्वीकृती लिई अन्य स्थानहरुमा शाखा कार्यालय समेत खोल्ने सकिने छ ।	यस समाजको प्रधान कार्यालय काठमाण्डौ उपत्यकामा रहनेछ । प्रधान कार्यालयको स्वीकृती लिई अन्य स्थानहरुमा शाखा कार्यालय समेत खोल्न सकिने छ ।	समाज शब्दले सेक्सको भुमिका दर्शाउने भएकाले ।
(२)	शाखा कार्यालयले प्रधान कार्यालयको मातहतमा रही काम गर्नु पर्नेछ ।	विभिन्न स्थानमा छरिएर रहेका सदस्यहरुलाई सम्बन्धित मुलुकको प्रचलित कानून अन्तर्गत रही संगठित रुपमा यस समाजको सदस्यको दायित्व निर्वाह गर्दै मूल उद्देश्य अनुरूप कार्यहरु गर्न प्रोत्साहित गरिनेछ । यसरी संगठित इकाईहरु सँग यस समाजले समन्वय गरी कार्य गर्ने छ ।	विभिन्न स्थानमा छरिएर रहेका सदस्यहरुलाई संगठित गर्न आवश्यक भएकोले ।
परिच्छेद - २ (दुई)			
५	उद्देश्य		
(२)	राजनैतिक नीति :-		
	यस संगठनले राजनैतिक तटस्थता अझालेछ र सदा सर्वदा राजनीतिबाट अलग र चोखो रहनेछ ।	यस समाजले राजनैतिक तटस्थता अझालेछ र सदा सर्वदा राजनीतिबाट अलग र चोखो रहनेछ ।	समाज शब्दले सेक्सको भुमिका दर्शाउने भएकाले ।
(३)	धार्मिक नीति :-		
	यस संगठनले धार्मिक सहिष्णुता तथा सह-अस्तित्वको कदर गर्दै जातीय भेदभाव तथा रंगभेद नीतिलाई सदा सर्वदा वर्जित गर्नेछ ।	यस समाजले धार्मिक सहिष्णुता तथा सह-अस्तित्वको कदर गर्दै जातीय भेदभाव तथा रंगभेद नीतिलाई सदा सर्वदा वर्जित गर्नेछ ।	समाज शब्दले सेक्सको भुमिका दर्शाउने भएकाले ।
६	परिच्छेद - ३ (तिन)		
(१)	सदस्यताको प्रकार :		
	यस संगठनमा निम्न चार प्रकारका सदस्यहरु रहनेछन् ।	यस समाजमा निम्न पाँच प्रकारका सदस्यहरु रहनेछन् ।	सदस्यताको प्रकार थप गर्न आवश्यक भएकोले ।

(ड)	साविकमा व्यवस्था नभएको	संस्थागत सदस्य	यस समाजका सदस्यहरूका संगठित संस्थाहरूलाई समेट्नुको लागि थप गरिएको ।
२	सदस्यताको योग्यता		
(क)	साधारण सदस्य बूढानीलकण्ठ स्कूलमा कम्तीमा पनि एक शैक्षिक वर्ष अध्ययन गरेको र उक्त सदस्यको शैक्षिक समूहले प्लस दुई वा सो सरहको शैक्षिक तह पार गरेको सम्पूर्ण भूतपूर्व विद्यार्थी तोकिएको दर्ता शुल्क तिरी यस संगठनको साधारण सदस्य बन्न सक्नेछ ।	साधारण सदस्य बूढानीलकण्ठ स्कूलमा कम्तीमा पनि एक शैक्षिक वर्ष अध्ययन गरेको र उक्त सदस्यको शैक्षिक समूहले माध्यमिक तहको शैक्षिक तह पार गरेको सम्पूर्ण भूतपूर्व विद्यार्थी यस समाजको स्वतः साधारण सदस्य हुनेछन्	साधारण सदस्यहरूको लागि दर्ता गरिरहनु पर्ने प्रावधान हटाईएको ।
(ख)	सक्रिय सदस्य	सक्रिय सदस्य	
	साधारण सदस्यता प्राप्त गरिसक्को व्यक्तिले नियमानुसार हरेक वर्ष तोकिएको नविकरण शुल्क तिरी दर्ता नविकरण गरेको खण्डमा उक्त व्यक्ति संगठनको सक्रिय सदस्य मानिनेछ ।	साधारण सदस्यहरू नियमानुसार तोकिएको शुल्क तिरी समाजको सक्रिय सदस्यता प्राप्त गर्न सक्नेछन् । सक्रिय सदस्यता तोकिएको अवधि भित्र नविकरण गराउनु पर्नेछ ।	तोकिएको अवधिसम्म सक्रिय सदस्यता कायम हुने गरी संशोधन गरिएको ।
	संस्थागत सदस्य		
(ड)	व्यवस्था नभएको	देश तथा विदेशका विभिन्न स्थानमा छरिएर रहेका सदस्यहरूले सम्बन्धित मुलुकको प्रचलित कानून अन्तर्गत रही संगठित रुपमा यस समाजको सदस्यको दायित्व निर्वाह गर्दै मूल उद्देश्य अनुरूप कार्यहरू गर्न चाहेको खण्डमा बहालवाला कार्यकारिणी समितिबाट स्वीकृत भएपछि तोकिएको दर्ता शुल्क लिइ संस्थागत सदस्यता प्रदान गर्न सकिनेछ । संस्थागत सदस्यता तोकिएको अवधि भित्र नविकरण गराउनु पर्नेछ ।	विभिन्न स्थानमा छरिएर रहेका सदस्यहरूलाई संगठित गर्न आवश्यक भएकोले ।
७	सदस्यको कर्तव्य		

	यस संगठन प्रति आस्था राख्नु र यस विधानको मर्यादा राख्नु प्रत्येक सदस्यको मूल कर्तव्य हुनेछ ।	यस समाज प्रति आस्था राख्नु र यस विधानको मर्यादा राख्नु प्रत्येक सदस्यको मूल कर्तव्य हुनेछ ।	समाज शब्दले सेक्सको भुमिका दर्शाउने भएकाले ।
९	सदस्यता निलम्बन र खारेजी		
(१)	कुनै सदस्यले संगठनको हितमा आँच पुऱ्याउने कुनै काम कारवाही गरेको जानकारी आएमा कार्यकारिणी समितिले उक्त विषयमा सूक्ष्म अध्ययन गरी नीज सदस्यलाई कारवाही गर्न मनासिब ठहराएमा साधारण सभा बोलाउने छ । साधारण सभामा उपस्थित सदस्य संख्याको बहुमतले कारवाही गर्ने निर्णय गरेको खण्डमा उक्त सदस्यको सदस्यता निर्णयको मिति देखि बढिमा पाँच वर्ष सम्मका लागि रद्द हुनेछ ।	कुनै सदस्यले समाजको हितमा आँच पुऱ्याउने कुनै काम कारवाही गरेको जानकारी आएमा कार्यकारिणी समितिले उक्त विषयमा सूक्ष्म अध्ययन गरी नीज सदस्यलाई कारवाही गर्न मनासिब ठहराएमा साधारण सभामा प्रस्ताव पेश गर्ने छ । साधारण सभामा उपस्थित सदस्य संख्याको बहुमतले कारवाही गर्ने निर्णय गरेको खण्डमा साधारण सभाले उक्त सदस्यको सदस्यता निर्णयको मिति देखि बढिमा पाँच वर्ष सम्मका लागि निलम्बन गर्न सक्नेछ ।	स्पष्ट पारिएको र रद्दको सट्टा निलम्बन शब्द प्रयोग गरिएको ।
परिच्छेद - ४			
साधारण सभा			
११	साधारण सभाको बैठक		
(३)	वार्षिक साधारण सभाको बैठक साधारणतया असार महिनामा सम्पन्न गरिनेछ । आवश्यक परेमा अरु कुनै समयमा साधारण सभाको बैठक बस्न सक्नेछ ।	वार्षिक साधारण सभाको बैठक साधारणतया पौष महिना भित्र सम्पन्न गरिनेछ । आवश्यक परेमा अरु कुनै समयमा साधारण सभाको बैठक बस्न सक्नेछ ।	लेखा परीक्षण प्रतिवेदन पेश गर्ने समयसँग मिलान गरिएको ।
(५)	साविक व्यवस्था नभएको ।	साधारण सभा विद्युतिय माध्यमबाट समेत संचालन गर्न सकिने छ ।	सभा विद्युतिय माध्यमबाट संचालन गर्नु पर्ने अवस्था आउन सक्ने भएकाले ।
१२	साधारण सभाको काम, कर्तव्य र अधिकार		
(३)	वार्षिक साधारण सभामा आय व्ययको विवरण, नीति तथा कार्यक्रम पेश हुनुका साथै छलफल हुनेछ ।	वार्षिक साधारण सभामा लेखापरिक्षकको प्रतिवेदन र वार्षिक प्रतिवेदन आय व्ययको विवरण, नीति तथा कार्यक्रम पेश हुनुका साथै छलफल तथा अनुमोदन हुनेछ ।	स्पष्ट पार्नुका साथै लेखा परीक्षण प्रतिवेदन पेश गर्नु पर्ने प्रावधान थप गरिएको ।

(४)	साधारण सभाको निर्णय उपर गरिने मतदानमा सदस्यता दर्ता गरिएका सदस्यहरुलाई मात्र भाग लिन दिईनेछ । मतदानमा आगन्तुक सदस्यहरुले भाग लिन पाउने छैनन् ।	साधारण सभामा निर्णयको लागि हुने मतदानमा सक्रिय र आजीवन सदस्यले मात्र भाग लिन पाउने छन् । साधारण, आगन्तुक तथा संस्थागत सदस्यले भाग लिन पाउने छैनन् ।	सक्रिय र आजीवन सदस्यले मात्र मतदान गर्न पाउने भएको हुँदा सोहि बमोजिम मिलाईएको ।
१३	कार्यकारिणी समितिको व्यवस्था		
(१)	कार्यकारिणी समिति बढीमा १३ (तेह्र) सदस्यीय हुनेछ ।	कार्यकारिणी समिति कुल १५ (पन्ध्र) सदस्यीय हुनेछ ।	कार्यकारिणी समितिको संख्या बढाउन आवश्यक देखिएकोले ।
(२)	कार्यकारिणी समितिमा ९ निर्वाचित सदस्यहरु हुनेछन् । जसमा १ (एक) अध्यक्ष, १ (एक) उपाध्यक्ष, १ (एक) महासचिव, १ (एक) कोषाध्यक्ष र पाँच सदस्यहरु हुनेछन् ।	कार्यकारिणी समितिमा १० जना निर्वाचित सदस्यहरु हुनेछन् । जसमा १ (एक) अध्यक्ष, २ (दुई) उपाध्यक्ष, १ (एक) महासचिव, १ (एक) कोषाध्यक्ष र पाँच सदस्यहरु हुनेछन् ।	२ जना उपाध्यक्ष रहने व्यवस्था गरिएकोले ।
(३)	१ (एक) सदस्य सचिवको व्यवस्था गरिनेछ, जो कार्यकारिणी समितिले आफ्नो पदभार ग्रहण गरेपछि मनोनित गर्नेछ ।	हटाईएको	महासचिवको व्यवस्था भएको र सदस्य सचिवको काम महासचिवले गर्ने हुँदा आवश्यक नभएकोले ।
(४)	कार्यकारिणी समितिमा ३ जना थप मनोनित सदस्यहरु रहने छन् । जसमा एक जना कार्यकारिणी समितिले मनोनित गर्नेछ र अन्य दुई सदस्यहरु बृहानीलकण्ठ स्कूलमा उच्च माध्यामिक स्तरमा अध्ययनरत विद्यार्थीहरुले आफू मध्येबाट छनोट गरी पठाएको प्रतिनिधि हुनेछ ।	निवर्तमान अध्यक्ष कार्यकारिणी समितिको पदेन सदस्य हुने छ । साथै कार्यकारिणी समितिमा थप ४ जना मनोनित सदस्यहरु रहने छन् ।	निवर्तमान अध्यक्ष पदेन सदस्य रहने र कार्यकारिणी समितिका सदस्यहरु थप गरिएकोले । उच्च माध्यामिक स्तरमा अध्ययनरत विद्यार्थीहरु सदस्य नरहने भएकोले हटाएको ।
(६)	कार्यकारिणी समितिको पदावधि सामान्यतया २ (दुई) वर्षको हुनेछ । कुनै कारणवस तोकेको अवधिमा समितिको गठन हुन नसके बढीमा १ (एक) महिना पूरानै कार्यकारिणी समितिले कार्य गर्नेछ । सो समय भित्र पनि कुनै कारणवस कार्यकारिणी समिती गठन हुन नसकेमा सल्लाहकार समितिले समाजको सम्पूर्ण कारवाही आफ्नो हातमा लिई (१) एक महिना भित्र नयाँ कार्य समितिको निर्वाचन गराउने व्यवस्था गर्ने छ ।	कार्यकारिणी समितिले प्रत्येक दुई वर्षमा निर्वाचन गराउनु पर्नेछ । यदि दुई वर्ष भित्रमा निर्वाचन हुन नसकेमा वा आपतकालीन अवस्था भएमा कार्यकारिणी समितिले एक महिना थप गर्न सक्नेछ । यदि फेरी पनि निर्वाचन नहुन नसके स्थिती भएमा साधारण सभा बोलाई सो सम्बन्धमा निर्णय गर्नु पर्ने छ ।	आवश्यक भएकोले ।

१५	कार्यकारिणी समितिको काम कर्तव्य र अधिकार		
(७)	समितिको लिखित पूर्व स्वीकृती नलिई लगातार ३ (तीन) पटकसम्म कार्यकारिणी समितिको बैठकमा अनुपस्थित भएमा सो सदस्य स्वतः कार्य समितिको सदस्यबाट निस्काषित भएको मानिनेछ ।	हटाईएको र दफा २२(२)(घ) मा सारिएको	दफा २२(२)(घ) मा व्यवस्था गरिएको हुनाले ।
(८)	साविकमा व्यवस्था नभएको ।	समाजको तर्फबाट विभिन्न संस्था तथा निकायहरुमा प्रतिनिधिहरुलाई नियुक्त गर्ने र फिर्ता बोलाउने अधिकार हुनेछ । सो प्रतिनिधिहरुले सभामा कसरी मत हाल्ने भनी निर्देशन दिने र सहभागिता सुनिश्चित गर्ने अधिकार समेत रहनेछ ।	कार्यकारिणी समितिको काम कर्तव्य र अधिकार थप गर्नु पर्ने भएकोले ।
(९)	साविकमा व्यवस्था नभएको ।	दफा २८ बमोजिमको उपसमितिरु गठन गर्ने अधिकार रहनेछ ।	कार्यकारिणी समितिको काम कर्तव्य र अधिकार थप गर्नु पर्ने भएकोले ।
(१०)	साविकमा व्यवस्था नभएको ।	कर्मचारी नियुक्त गर्ने र पारिश्रमिक तोक्ने अधिकार रहनेछ ।	कार्यकारिणी समितिको काम कर्तव्य र अधिकार थप गर्नु पर्ने भएकोले ।
परिच्छेद - ५ (पाँच)			
१६	पदाधिकारीहरुको काम, कर्तव्य र अधिकार		
१	अध्यक्ष		
(ख)	यस संगठनको सम्पूर्ण रेखदेख गर्नेछ र आवश्यकता अनुसार पदाधिकारी र सदस्यहरुलाई निर्देशन गर्नेछ ।	यस समाजको सम्पूर्ण रेखदेख गर्नेछ र आवश्यकता अनुसार पदाधिकारी र सदस्यहरुलाई निर्देशन गर्नेछ ।	समाज शब्दले सेक्सको भुमिका दर्शाउने भएकाले ।
२	उपाध्यक्ष (Vice-President)		
(ख)	संगठनको दैनिक कार्य सञ्चालनमा अध्यक्षलाई सहयोग र कार्यकारिणी समितिका कार्यहरुमा सक्रिय सहभागिता राख्नेछ ।	समाजको दैनिक कार्य सञ्चालनमा अध्यक्षलाई सहयोग र कार्यकारिणी समितिका कार्यहरुमा सक्रिय सहभागिता राख्नेछ ।	समाज शब्दले सेक्सको भुमिका दर्शाउने भएकाले ।
(घ)	साधारण सभा र वार्षिक साधारण सभामा यस (संगठन) संगठनका क्रियापलापहरुको प्रतिवेदन तयार पारी पेश गर्नेछ ।	साधारण सभा र वार्षिक साधारण सभामा यस समाजका क्रियापलापहरुको प्रतिवेदन तयार पारी पेश गर्नेछ ।	समाज शब्दले सेक्सको भुमिका दर्शाउने भएकाले ।
४	कोषाध्यक्ष (Treasurer)		
(क)	यस संगठनको आय-व्ययको अभिलेख रीतपूर्वक राख्नेछ ।	यस समाजको आय-व्ययको अभिलेख रीतपूर्वक राख्नु पर्नेछ ।	कोषाध्यक्षको काम कर्तव्य र अधिकार विस्तार गर्नु पर्ने भएकोले ।

		समाजको सम्पूर्ण चल, अचल सम्पत्तिको अद्यावधिक विवरण राख्ने तथा संरक्षण समेत गर्नु पर्नेछ ।	
(ड)	व्यवस्था नभएको		
६	सदस्य-सचिव (Member Secretary)	हटाईएको ।	महासचिवको व्यवस्था भएको र सदस्य सचिवको काम महासचिवले गर्ने हुँदा आवश्यक नभएकोले ।
	परिच्छेद -६		
	आर्थिक व्यवस्था		
१९	कोष		
(२)	सेक्स कम्पलेक्स फण्ड	हटाईएको	आवश्यक नभएको ले ।
(४)	साविकमा दफा ३१(९) मा व्यवस्था भएको ।	सेक्स-राष्ट्रव्यापी छात्रवृत्ति कार्यक्रम कोष: दैनिक कार्य संचालन गर्न एक साधारण सेक्स-राष्ट्रव्यापी छात्रवृत्ति कार्यक्रमको कोषको व्यवस्था गरिनेछ, जसको संचालन सेक्स अध्यक्ष र सेक्स-राष्ट्रव्यापी छात्रवृत्ति कार्यक्रमको कार्यक्रम प्रमुखको अनिवार्य दस्तखत हुनु पर्नेछ ।	दफा ३१(९) बाट सारेको ।
(५)	साविकमा व्यवस्था नभएको ।	कार्यकारिणी समितिले आवश्यकता अनुसार थप कोष (जस्तै भुकम्प राहात कोष) को स्थापना, संशोधन तथा खारेज गर्न सक्ने छ ।	समाजको उद्देश्यहरु प्राप्त गर्नको लागि गरिने क्रियाकलापको लागि आवश्यक कोषहरु खडा गर्नु पर्ने भएकोले ।
२०	लेखा परीक्षण		
(१)	प्रत्येक वर्षको आषाढ मसान्तभित्र आय व्याय विवरणको लेखा परीक्षण गराइने छ ।	प्रचलित कानूनमा तोकिएको समय भित्र वित्तिय विवरणको लेखापरिक्षण गराइने छ । लेखापरिक्षकको नियुक्ति वार्षिक साधारण सभाले गर्ने छ ।	प्रचलित कानूनी व्यवस्था बमोजिम गर्न आवश्यक भएकोले ।
	परिच्छेद - ७ (सात)		
	विविध		

२१	निर्वाचन सम्बन्धी व्यवस्था		
(१)	निर्वाचन समिति		
(घ)	निर्वाचन समितिको चयन वार्षिक साधारण सभाले गर्नेछ ।	निर्वाचन समितिको चयन कार्यकारिणी समितिले गर्नेछ र वार्षिक साधारण सभाद्वारा अनुमोदन गराइने छ ।	साधारणसभा भन्दा अगावै निर्वाचन सम्बन्धी कार्य गर्नु पर्ने भएकोले ।
(३)	संस्था दर्ता भएको छ महिना भित्र हालको प्रबन्ध समितिले विधान अनुरूप निर्वाचन गराई विधिवत् कार्यकारिणी समितिको गठन बारे स्थानीय अधिकारीलाई जानकारी गराउनेछ ।	(३) हटाईएका ।	हाल उक्त व्यवस्था सान्दर्भिक नभएकोले ।
(४)	साविकमा व्यवस्था नभएको ।	विद्युतीय माध्यमबाट समेत निर्वाचन र सो सम्बन्धी कार्यहरु गर्न सकिने छ ।	वर्तमान परिप्रेक्षमा प्रविधिको सदुपयोग गरी अधिकतम सहभागिता सुनिश्चित गर्न ।
२२	कार्यकारिणी समितिको निर्वाचनमा उम्मेदवार हुनका लागि योग्यता		
(१)	योग्यता		
(घ)	सेक्समा दर्ता भै दर्ता नविकरण गराएको सदस्य हुनुपर्दछ ।	सेक्सको सक्रिय वा आजिवन सदस्य हुनुपर्दछ ।	उम्मेदवार हुनका लागी सदस्यताको किसिम स्पष्ट पारिएको ।
(च)	कम्तिमा २५ वर्षको उमेर पुगेको हुनु पर्नेछ ।	अध्यक्ष र उपाध्यक्ष पदमा पच्चीस वर्ष वा सो भन्दा माथिका उमेरका सदस्यहरुले मात्र उम्मेदवारी दिन सक्नेछन् ।	अन्य पदमा उमेर हद तोक्न आवश्यक नभएकोले ।
(छ)	कम्तिमा स्नातक तह उत्तिर्ण गरेको हुनु पर्नेछ ।	हटाइएको ।	शैक्षिक योग्यताको आधारमा नेत्रित्व गर्ने अवसरबाट बञ्चित गर्न उपयुक्त नभएकोले ।
(भ)	साविकमा व्यवस्था नभएको ।	उम्मेदवारले कार्यकारिणी समितिको कार्यकाल भरी नेपालमा रहने स्वः घोषणा गर्नु पर्ने छ ।	कार्यकारिणी समितिको स्थायित्वको लागी आवश्यक भएकोले ।
(ज)	साविकमा व्यवस्था नभएको ।	निर्वाचन हुने वार्षिक साधारण सभामा उम्मेदवारहरु स्वयम उपस्थित नभएमा उम्मेदवारी स्वत रद्द हुनेछ ।	उम्मेदवारहरु वार्षिक साधारण सभामा उपस्थित भई आफ्ना योजना र प्रतिवद्धताहरु प्रस्तुत गर्नु पर्ने भएकोले ।
(२)	कार्यकारिणी पद रिक्त हुने अवस्था		
(घ)	साविकमा दफा १५(७) मा व्यवस्था भएको ।	समितिलाई पूर्व जानकारी नगराई लगातार ३ (तीन) पटकसम्म कार्यकारिणी समितिको बैठकमा	दफा १५(७) बाट सारि स्पष्ट समेत पारेको ।

		अनुपस्थित भएमा निजलाई निष्काषित गरी कार्यकारिणी समितिले उक्त पदमा नयाँ सदस्य मनोनयन गर्न सक्नेछ ।	
२३	अविश्वासको प्रस्ताव		
(१)	आफ्नो जिम्मेवारीको इमान्दारीपूर्वक पूरा नगरेको भनी कार्यकारिणी समिति उपर साधारण सदस्यहरु मध्ये १० जनाको प्रस्ताव र १० जनाको समर्थन सहित अविश्वासको प्रस्ताव विधिवत् दर्ता भई साधारण सभाको उपस्थित सदस्य संख्याको २/३ बहुमत द्वारा पारित भएमा कार्यसमिति भङ्ग हुनेछ ।	आफ्नो जिम्मेवारी इमान्दारीपूर्वक पूरा नगरेको भनी कार्यकारिणी समिति उपर साधारण सदस्यहरु मध्ये १० जनाको प्रस्ताव र १० जनाको समर्थन सहित अविश्वासको प्रस्ताव विधिवत् दर्ता भएमा कार्यकारिणी समितिले एक महिना भित्र विशेष साधारण सभा बोलाउने छ । साधारण सभाको उपस्थित सदस्य संख्याको २/३ बहुमत द्वारा अविश्वासको प्रस्ताव पारित भएमा सोही साधारण सभाले निर्वाचन समिति गठन गरी नया कार्य समितिको निर्वाचन प्रकृया अगाडी बढाउने छ । नया कार्य समितिको निर्वाचन नहुञ्जेल सम्म, समाजको नियमित कार्यहरु बहालवाला कार्यसमितिले नै गर्नेछ । निर्वाचित भएको र अविश्वासको प्रस्ताव बिफल भएको छ (६) महिनासम्म अविश्वासको प्रस्ताव राख्न पाइने छैन ।	अविश्वास प्रस्ताव सम्बन्धी प्रकृया स्पष्ट पारिएको ।
२५	नियम बनाउने		
	कार्यकारिणी समितिले दैनिक कार्य सञ्चालन गर्न आवश्यक परेमा उचित एवं अनुकूल नियम बनाई लागू गर्न सक्नेछ ।	कार्यकारिणी समितिले यो विधान संशोधन भएको तिन (३) महिना भित्र नियमावली तयार गरी लागू गर्नु पर्नेछ । उक्त नियमावली र सो को संशोधन साधारण सभाबाट अनुमोदन गराउन पर्ने छ । कार्यकारिणी समितिले यो विधान र नियमावलीको अधिनमा रहि कार्यविधी र निर्देशिका तयार गर्न तथा संशोधन गर्न सक्ने छ ।	नियमावली, कार्यविधी तथा निर्देशिका सम्बन्धमा प्रस्ट पारिएको ।
२६	विघटन		

	यस संगठन कुनै कारणवस विघटन भएको खण्डमा संस्थाको जायजैथा नेपाल सरकारमा स्वतः जानेछ ।	यस समाजको कुनै कारणवस विघटन भएको खण्डमा संस्थाको चल, अचल सम्पूर्ण जायजैथा नेपाल सरकार मातहतको बूढानीलकण्ठ स्कूल सार्वजनिक शैक्षिक गुठीमा स्वतः जानेछ ।	कानून अनुसार उक्त सम्पति नेपाल सरकारको नाममा जाने भएकाले ।
२८	उपसमितिको व्यवस्था		
	यस संगठनको कार्यमा सघाउन आवश्यकता अनुरूप अन्य उपसमितिहरुको व्यवस्था गर्न सकिने छ ।	यस समाजको कार्यमा सघाउन आवश्यकता अनुरूप अन्य उपसमितिहरुको व्यवस्था गर्न सकिने छ ।	समाज शब्दले सेक्सको भुमिका दर्शाउने भएकाले ।
२९	सल्लाहकार समिति (Advisory Board)	सल्लाहकार समिति (Advisory Board)	

१	<p>कार्यकारिणी समितिलाई सल्लाह र सहयोग दिने उद्देश्यले सल्लाहकार समितिको गठन वार्षिक साधारणसभा वा वार्षिक साधारणसभाले तोकेको एक समितिले गर्न सक्नेछ । सल्लाहकार समितिमा निम्नानुसार पदेन र मनोविन सदस्यहरु रहने छन् ।</p> <p>(क) प्रधानाध्यापक - बूढानिलकण्ठ स्कूल - पदेन सदस्य (ख) फोब्स (FOBS) बाट मनोनित एक सदस्य - पदेन सदस्य (ग) सेब्सका लागि बूढानिलकण्ठ स्कूलका सम्पर्क अध्यापक - पदेन सदस्य (घ) गत वर्षका कार्यकारी अध्यक्ष - पदेन सदस्य (ङ) वार्षिक साधारणसभाले सेब्समा कम्तीमा पनि दश वर्षको संलग्नता सक्रिय र दुई वर्षको कार्यकारीणीको अनुभव भएको सदस्य मध्येबाट मनोनित गरेको जना ३ सदस्यहरु ।</p>	<p>कार्यकारिणी समितिलाई सल्लाह र सहयोग दिने उद्देश्यले सल्लाहकार बोर्डको गठन वार्षिक साधारणसभा वा वार्षिक साधारणसभाले तोकेको एक समितिले गर्न सक्नेछ । सल्लाहकार बोर्डमा निम्नानुसार पदेन र मनोनित गरी जम्मा ५ जना सदस्यहरु रहने छन् :</p> <p>(क) प्रधानाध्यापक - बूढानिलकण्ठ स्कूल - पदेन सदस्य (ख) फोब्स (FOBS) बाट मनोनित एक सदस्य - सदस्य (ग) सेब्सका लागि महत्वपूर्ण योगदान दिएका एक सदस्य -सदस्य (घ) कार्यकारिणी समितिको निवर्तमान अध्यक्ष - पदेन सदस्य (ङ) हाल बहाल रहेको अध्यक्ष - सदस्य सचिव</p>	सल्लाहकार समितिको सदस्यता तथा काम कर्तव्य र अधिकार पुनः परिभाषित गरिएको ।
२	सल्लाहकार समिति प्रत्येक २ वर्षमा पुर्नगठन गरिने छ र समितिको बैठक कम्तीमा तीन महिनाको एक पटक बस्नु पर्नेछ ।	सल्लाहकार समिति प्रत्येक २ वर्षमा पुर्नगठन गरिने छ । समितिको बैठक कम्तीमा वर्षको एक पटक अनिवार्य रुपमा बस्नु पर्नेछ ।	
३	साविकमा व्यवस्था नभएको ।	सल्लाहकार बोर्डले कार्यकारीणि समितिको काम कारवाही सम्बन्धमा जानकारी लिई उपयुक्त सल्लाह र सुझाव दिनेछ । तर उक्त सल्लाह र सुझाव बाध्यकारी हुने छैन ।	
३०	सल्लाहकार सभा (Advisory Council)	सेब्स सभा (SEBS Council)	

१(ग)	बूढानीलकण्ठ स्कूलमा अध्ययनरत “O” र “A” लेभल बाट १-१ जना सदस्यहरु ।	हटाईएको ।	अध्ययनरत विधार्थी प्रतिनिधी हटाएको र महिला प्रतिनिधीहरुको व्यवस्था गरेको ।
१(ङ)	साविक व्यवस्था नभएको ।	१ (ङ) महिलाहरु भएका शैक्षिक समुहहरुबाट लैङ्गिक प्रतिनिधित्व हुने गरी एक एक जना महिला सदस्यहरु ।	
३	सल्लाहकार सभाको बैठक आवश्यकता अनुसार वस्न सक्नेछ तर वर्षको कम्तीमा ३ पटक वस्नु अनिवार्य हुनेछ ।	सेक्स सभाको बैठक आवश्यकता अनुसार वस्न सक्नेछ तर वर्षको कम्तीमा १ पटक वस्नु अनिवार्य हुनेछ ।	बैठकको संख्या व्यवहारिक बनाइएको ।
४	साविक व्यवस्था नभएको ।	सभाको अध्यक्षता बहाल रहेका अध्यक्षले गर्नेछ । सभाको अन्य व्यवस्था तोकिए बमोजिम हुनेछ ।	सभाको प्रकृत्यालाई प्रष्ट बनाएको ।
३१	सेक्स-राष्ट्रव्यापी छात्रवृत्ति कार्यक्रम -SEBS-NATIONWIDE SCHOLARSHIP PROGRAMME)		
(३)	यस समितिको गठन वार्षिक साधारण सभाले गर्नेछ । समितिको कार्य अवधि ३ वर्षको हुनेछ ।	यस समितिको गठन कार्यकारिणी समितिले गर्नेछ । समितिको कार्य अवधि २ वर्षको हुनेछ ।	कार्यकारिणी समितिबाट गठन गर्दा प्रभावकारी हुने भएकोले ।
(८)	सेक्स-राष्ट्रव्यापी छात्रवृत्ति कार्यक्रम (SEBS-NATIONWIDE SCHOLARSHIP PROGRAMME) को कार्यक्रम प्रमुख र अन्य कार्यसमितिलाई सेक्स कार्यसमितिले सल्लाहकार समितिको सुझाव अनुसार छनौट गर्नेछ ।	हटाईएको ।	उपदफा (३) को संशोधन पश्चात आवश्यक नभएको ।
(९)	सेक्स-राष्ट्रव्यापी छात्रवृत्ति कार्यक्रम कोष: दैनिक कार्य संचालन गर्न एक साधारण सेक्स-राष्ट्रव्यापी छात्रवृत्ति कार्यक्रमको कोषको व्यवस्था गरिनेछ जसको संचालन सेक्स अध्यक्ष र सेक्स-राष्ट्रव्यापी छात्रवृत्ति कार्यक्रमको कार्यक्रम प्रमुखको अनिवार्य दस्तखत हुनु पर्नेछ ।	हटाईएको र दफा २२(२)(घ)मा सारिएको	दफा २२(२)(घ) मा व्यवस्था गरिएको हुनाले ।



Society of Ex-Budhanilkantha Students
Kathmandu, Nepal
