

## **COOPERATIVE EDUCATION REPORT**

# CONTRIBUTING FOR CIRCULAR ECONOMY AND CIVIC LEADERS EMPOWERMENT THROUGH IMPACT HUB KATHMANDU

WRITTEN BY
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This Report Submitted in Partial Fulfillment of the Requirements for Cooperative Education Faculty of Business Administration

Academic Semester 2/2023

Siam University

**Title:** Contributing for Circular Economy and Civic Leaders Empowerment

through Impact Hub Kathmandu

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# Acknowledgment

I would like to extend my deepest gratitude to Ms. Padmakshi Rana, the director of Impact Hub Kathmandu for providing me with this opportunity to work as an intern at Impact Hub Kathmandu. Her encouragement and appreciation for my work motivated me to work better during the internship. The internship was a great learning experience to grow and enrich my knowledge for my professional and personal growth. I deeply appreciate the guidance and mentorship I received from my job supervisor Mr. Rohan Shrestha who mentored me throughout the internship. I am grateful for his continuous support and guidance for my tasks and I am thankful for the learnings I received from him. I would also like to thank the whole team of Impact Hub Kathmandu whose expertise, cooperation, and dedication played a significant role in my professional development during my internship.

Furthermore, I would like to express my heartfelt gratitude to my academic supervisor Mr. Kavin Katanyutaveetip at Siam University for his continuous support, guidance, and supervision which helped me in every step of the journey and the successful completion of my internship. Mr. Kavin Katanyutaveetip's mentorship and insights helped me navigate through the challenges I encountered and he also encouraged me to excel and make the best out of this internship.

The internship was overall a great opportunity to gain knowledge, experience, and skills for my professional and personal growth. I am grateful for this opportunity to be a part of such an impactful organization. This internship was a milestone in the academic journey of my undergraduate studies. I am thankful for everyone who helped me complete this internship successfully which was a requirement for my cooperative study at Siam University.

Sincerely,

Nischal Shrestha

**Project Title:** Contributing for Circular Economy and Civic Leaders Empowerment

through Impact Hub Kathmandu

Credits: 5

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**Degree**: Bachelor of Business Administration

**Major:** Marketing

**Faculty:** Business Administration

Semester/Academic Year: 2/2023

# **Abstract**

The Cooperative Education Report titled "Contributing for Circular Economy and Civic Leaders Empowerment through Impact Hub Kathmandu" provides a comprehensive overview of my 16- week-long internship at Impact Hub Kathmandu. Impact Hub is a non-profit organization that works to bring change and address challenges by supporting impact-driven individuals and organizations. The report aims to study the programs conducted by a non-profit organization and how it is managed. The report studies my role as a Programs and Research Intern at Impact Hub Kathmandu.

The report describes programs that I worked for as an intern: The Roots of Circularity Incubators Program (ROC) and the Civil Society and Media Program (CSM). By working in these two programs, I had the opportunity to engage in various tasks such as formulating communication plans, social media content creation, content writing, event management, documentation, research, and participant engagement. Through my involvement in these programs, I developed a profound understanding of the circular economy, sustainability, entrepreneurship, and social empowerment. This report also addresses the challenges that Impact Hub Kathmandu faces and provides possible solutions and recommendations to tackle these challenges for the organization's growth and development.

In conclusion, the internship at Impact Hub Kathmandu was a fruitful experience. I gained a lot of knowledge and had an amazing time working here. The learning I received working here would be beneficial to me for my future career.

**Keywords:** circular economy, non-profit organization, business incubation, programs, capacity building

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# **List of Abbreviations**

IHK: Impact Hub Kathmandu IHA: Impact Hub Association

ROC: Roots of Circularity Incubators Program

CSM: Civil Society and Media Program

GEDSI: Gender, Equality, Diversity and Social Inclusion

EU: European Union

TAF: The Asia Foundation

USAID: United States Agency for International Development

**UN: United Nations** 

# **Chapter 1: Introduction**

# 1. Company Profile



Figure 1 Organization Logo

Impact Hub Kathmandu (formally known as Nepal Communitere) is a not-for-profit organization that provides a safe, accessible, diverse, and inclusive space for entrepreneurs, innovators, activists, change-makers, and artists to work, ideate, network, and learn. While working at Impact Hub Kathmandu; they also work on ideas to find better solutions for pressing social and environmental issues. (Impact Hub Kathmandu, n.d.)

Impact Hub Kathmandu is part of the global network of Impact Hub that aims to bring real impact to the world's pressing issues through innovation and build an economy where businesses and their profit benefit people and the planet. As of now, there are over 110 Impact Hubs around the world with over 25000 people working who are driving to bring sustainable and inclusive innovations to make the world a better place. (Impact Hub, n.d.)

Impact Hub Kathmandu runs business incubations for startups, newfound ventures, and small enterprises that aim to bring positive changes to the world alongside creating a business. Impact Hub also runs meaningful programs (projects) to address social and environmental issues and challenges and bring change for the greater good. Fab Lab is a collaborative center under Impact Hub Kathmandu that gives space and equipment to prototype, model, and design products or working models for their business. Impact Hub Kathmandu also provides coworking spaces at very affordable prices to other ventures that are looking to grow and have a working space.

#### 1.1 Mission:

- Accessible, Inclusive, and safe space for entrepreneurs, makers/innovators, activists, artists, changemakers, and problem solvers to try and test new ideas, take risks while learning, unlearning, and asking, 'Why not?'
- Embrace impact and innovation across products, services, processes, business models, and systems

#### 1.2 Vision:

- Work towards positioning Nepal as a land of opportunities and possibilities

# 1.3 Strategies of the Company:

- a) Programs
- b) Business Incubator
- Ideation, pre-incubation, incubation, pre-acceleration
- c) FabLab Nepal digital fabrication
- Training
- STEM workshops for youth
- d) Impact Academy
- Capacity development of grassroots organizations, marginalized communities
  - Leadership enhancement
  - Skill building fundraising, income generation
- e) Technical Consulting
- Design and Prototyping
- f) Coworking Space & Training Hall
- 9 tenants (members)
- Training hall for events

# 2. Organization Structure

# 2.1 Diagram of Organization Structure

In Impact Hub Kathmandu, the hierarchy structure follows a line Hierarchy structure. In Impact Hub Kathmandu, director Padmakshi Rana, Ph.D. looks after all the programs, and all the program leads and officers report to her. Then we have the deputy director and finance director, Mrs. Aarati Shrestha. The head of the programs department of Impact Hub Kathmandu is Ms. Bisheshta

Shrestha who is the Programs and Gender, Equity, Diversity, and Social Inclusion Lead. My direct supervisor is Mr. Rohan Shrestha, the Program Officer for the Roots of Circularity Project.

The names of all the team members of Impact Hub Kathmandu along with their designations are listed below.

- 1. Mrs Padmakshi Rana Director
- 2. Mrs Aarati Shrestha Deputy Director and Finance Director
- 3. Mrs Bisheshta Shrestha Programs and Gender, Equity, Diversity, and Social Inclusion (GEDSI) Lead
- 4. Mr. Rohan Shrestha Programs Officer
- 5. Ms. Samanata Thapa Programs Coordinator
- 6. Mrs. Rachana Khatri Programs and Communications Officer (The Asia Foundation)
- 7. Mr. Bikash Acchhami Finance and Operations Officer
- 8. Ms. Rashi Maharjan Research Officer
- 9. Mr. Shuvam Chettri Programs and Communications Assistant
- 10. Mr. Pallab Shrestha Technical Lead
- 11. Shashank Dewan-Technical Officer
- 12. Melina Tuladhar- Assistant Technical Officer
- 13. Daya Ghimire- Technical Associate
- 14. Denjing Tamang Technical Assistant
- 15. Shanti Maharjan- House Manager
- 16. Dol Prasad Dulal- Logistics Coordinator
- 17. Nischal Shrestha Programs and Research Intern
- 18. Laxmi Paneru- Finance Intern
- 19. Bini Rana Magar Finance Intern
- 20. Sajal Maskey Technical Intern

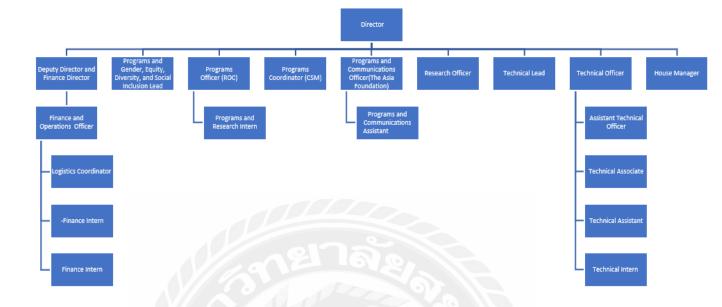


Figure 2 Organization Structure

# 2.2 My Job Position

I worked as a Programs and Research Intern in Impact Hub Kathmandu. My main program was the Roots of Circularity (ROC) Incubators Program funded by the European Commission. For the program ROC, I worked mainly in communication and media planning, event management, copywriting, content writing, documentation, and research. I also worked secondarily for the Civil Society and Media (CSM) program under The Asia Foundation (TAF) funded by the United States Agency for International Development (USAID). For CSM, I mainly worked researching participants and conducting qualitative focus groups and key informant interviews for scoping and mapping civil society leaders, actors, and activists working for social causes in their respective areas. This program focuses on the capacity building of civil leaders. I had great support from my supervisors and peers to work involving job responsibilities. Being a marketing major, I got to work a lot in designing and planning communications for the programs. I also learned how to manage events and proper documentation for ease of sorting and handling information. Having a

great interest in the field of research; I did get to research for scoping and mapping for the programs I had worked for.

# 2.3 My Position in the Organization Structure

I worked as a Programs and Research Intern in Impact Hub Kathmandu. I mainly worked to help manage and complete delegated tasks for the smooth running of the Roots of Circularity Incubators Program- 2024. I worked directly under my program supervisor Mr. Rohan Shrestha who is the programs officer for the Roots of Circularity Incubators Program. My immediate supervisors were Mrs. Biseshata Shrestha and Mr. Rohan Shrestha. The position of Programs and Research Intern in the organization is depicted in the diagram given below.

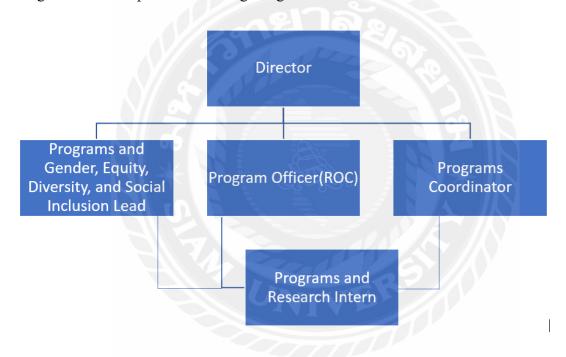


Figure 3 My Job Position in the Company's Organization Structure

# 3. Intentions to join the company

The main objective of joining Impact Hub Kathmandu was to learn, grow, and enhance my professional skills. Impact Hub Kathmandu is a non-profit organization that aims to bring positive change and improve the world through social and environmental enterprises and innovations. This deeply resonates with my belief system of doing something that contributes to society and the world positively. Impact Hub Kathmandu is a workspace filled with brilliant minds that inspire me to learn, grow, and do better daily. Impact Hub Kathmandu is a woman-led organization, so I

wanted to learn the dynamics of the organization and leadership too. Impact Hub Kathmandu is democratic and egalitarian in terms of management and decision-making, which was among the reasons I wanted to explore democratic decision-making in an organization by working here. The work culture of Impact Hub Kathmandu is amicable and caring. Impact Hub Kathmandu being an incubation center hosts incubation programs and cocreation events for entrepreneurs, activists, and businesses; which would help me network and connect with them. These are the reasons why I joined Impact Hub Kathmandu for my internship.

# 4. Strategic Analysis of the Company

For the strategic Analysis of the company, I would use SWOT Analysis

# **Strengths**

- 1. Strong leadership in the company
- 2. Talented and hardworking team
- Part of an international network of global Impact Hub network
- 4. Healthy work environment prioritizing work-life balance
- 5. Strong partnerships with international organizations and donor agencies such as the UN Bodies, EU, USAID, etc. exist.

#### Weaknesses

- Limited space which hinders running multiple programs at once
- 2. Internet problems are faced time and again
- 3. Lack of donor funding
- 4. Rigid regulations by partners and donors make the accounting process tedious
- 5. Not a properly functioning website

# **Opportunities**

- Opportunity to bring more international programs that suit Nepal's developmental needs
- 2. Growing entrepreneurs and startup ecosystem in Nepal means more people may join incubation programs
- 3. Collaboration with other international donors and humanitarian organizations
- 4. Possibility to develop as a think tank for more business, economic, and social research in Nepal.

#### **Threats**

- 1. Growing competition from other incubation program runners
- 2. Partners may not continue to work or fund programs citing various reasons
- Difficulty in attracting and retaining talented staff may affect the quality of services
- 4. The donor agencies may have various difficult terms, conditions, and demands that are difficult to meet

Table 1: Strategic Analysis of the Organization using SWOT

# 5. Objectives of The Study:

- i) To know how a non-profit organization works and functions
- ii) To understand the details of how programs that work for social and environmental causes and actions manage and operate
- iii) To learn how business incubation programs are conducted

# **Chapter: 2 CO-OP STUDY ACTIVITIES**

# 1. Job Description

During my internship at Impact Hub Kathmandu from February 19th to June 10th, 2024, I was involved in two major projects: Roots of Circularity Incubators Program (ROC) and Civil Society and Media (CSM), through which I gained invaluable insights, and knowledge as well as honed various skills for my professional and personal development.

My primary role in the organization was as an intern within the Roots of Circularity Incubators Program. Roots of Circularity Incubator's Program is a four-year-long (2023-2027) project funded by the European Commission that aims to foster and develop a circular economy in the Nepalese

ecosystem by directing efforts in Bagmati and Lumbini Province of Nepal. To establish a Circular Alliance, the program targets to inspire and educate the following sectors: civil society organizations, startups and micro, small, and medium enterprises (MSMEs), academic institutions, business incubators, government bodies, and media. The consortiums of this program are Impact Hub Association (IHA) in collaboration with Impact Hub Kathmandu (IHK) and Wildlife Conservation Nepal (WCN). (Roots of Circularity Nepal, n.d.) This project's incubation program will catalyze the promotion of a circular economy in the Nepalese entrepreneurial ecosystem.

During my internship, I was involved in the first cohort of the Roots of Circularity Incubators Program which incubated ten different enterprises from the Bagmati province of Nepal. As an intern, I was responsible for developing a comprehensive communication plan, planning out upcoming programs, and managing the masterclasses and other events for the program. Moreover, I was involved in the creation and designing of social media posts, content writing, video production for awareness, and spreading the messages of the program which helped build traction towards the program. I also had the responsibility of documentation, logistics management, and translation support for the program's incentives.

My job task also required communicating with participants, facilitating interview rounds, and helping finalize the selected participants. Once the program began, I was also responsible for event planning, facilitating and communicating with the participants, and coordinating the program by assisting the program officer. Being part of the program expanded my horizons on the concepts of circular economy, sustainability, innovation, and best environmentally friendly business practices. I even got the opportunity to network with many green and eco-friendly businesses and startups in the Nepalese ecosystem.

The second program I was involved in was Civil Society and Media (CSM) funded by the United States Agency for International Development (USAID). The program aims to support and capacitate emerging civic leaders/actors from marginalized communities working in fields of bringing social change, equality, good governance, empowerment, social justice and work for the community. The program focuses its efforts on the Lumbini and Madhesh Provinces of Nepal. For this program, I was tasked to conduct qualitative interviews through phone calls, data collection, data reporting, mapping of participants, contacting participants to schedule and arrange the program sessions, sourcing participants for the programs, and facilitating the team for field visits. I also had responsibility for the program for documentation, logistics management, and training

material translation. I also supported the program in scoping and mapping studies, cocreation, and training programs.

Apart from these, I also had the opportunity to support the research team in GEDSI data collection for inclusivity reporting. I also supported the human resource department in the hiring process of candidates such as business coach, programs officer, and communications officer.

Overall, my internship journey in Impact Hub Kathmandu has been full of learning. I got to get hands-on experience in a variety of areas and gained a lot of experience. It not only enhanced my professional skills but also allowed me to grow, learn, and network. It was a fun environment to work, grow, and enhance my skills and knowledge which will help me in my future career.

# 2. Job Responsibility and Work Duties Contribution as an Intern

During my internship at Impact Hub Nepal, I gained hands-on knowledge and experience in a variety of tasks.

# 1. Designing a communication plan

I had to design a proper communications plan for the Roots of Circularity Incubators Program (ROC). I coordinated with the Programs Officer of ROC – Mr. Rohan Shrestha to design the communications plan. The plan included what the program is communicating with the audience through digital and traditional media. The report included weekly plans from the inception of the program in March to the ending of the program in November. Campaign of applications This communication plan involved outlining communication objectives, our target audiences, key messages, themes of posts, and communication channels.

#### 2. Creating Social Media Posts

I designed and wrote copy for various social media posts for the Roots of Circularity Incubators Program. The posts included the call for application, frequently asked questions, and other promotional social media posts. I wrote copy and captions for these social media posts too.

During ROC's business incubation, masterclasses, and sessions, I wrote captions for the posts featuring photos from each session. These captions and images from the session were uploaded to Impact Hub Kathmandu's social media handles.

### 3. Documentation Tasks

As part of my responsibilities, I performed documentation tasks, particularly for the Roots of Circularity Program applicants. This involved organizing and filing various application documents, forms, and CVs, ensuring efficient processing and review. Additionally, I facilitated

the transition of handwritten documents into digital formats, enhancing accessibility and ease of management. I was also involved in the documentation for the business contract, consent form, and business documents of the participating businesses of the Roots of Circularity Incubators and sorting them in proper order. I also facilitated document translation for various forms and documents of the program. Program. I furthermore helped participants fill out application forms for the ROC Incubators Program. For ROC, I also created databases that included the participants' contact directory, and the information of selected and rejected applicants. The database further included information such as the status of documents the selected participants had submitted, participant contract status, the attendance of participants in each program and coaching session, and the gender, and ethnic diversity information of the program participants.

Similarly, I documented information gathered from interviews with civil society leaders and civic actors for the Civil Society and Media Program, contributing to our research efforts. I further helped in sorting and documenting various documents, forms, and educational materials for the CSM program. Also, I was involved in document translation (Educational Materials) from English to Nepali for both of these projects.

#### 4. Research-Based Works:

I was engaged in research-based tasks, contributing to the program initiatives. I assisted the Civil Society and Media (CSM) project funded by USAID by contacting participants (civic leaders/actors), conducting qualitative research, sourcing additional participants, mapping participants' geographical locations, and collecting data on the various information provided by the participants. I assisted in conducting scoping and mapping studies to identify key stakeholders and participants for the CSM program in Madesh and Lumbini Provinces. The data collected was then put in Excel for further analysis and reporting. For the Research Team of Impact Hub Kathmandu- I was responsible for assisting the GEDSI (Gender, Equality, Diversity, and Social Inclusion) research by collecting and reporting data from various sources.

#### 5. Creating and Editing Videos

I had the opportunity to create and edit videos for the Roots of Circularity Program. The videos were made to provide the information for the application of the program. I was involved in brainstorming the video narrative, and script for the videos, shooting videos, and finally editing the videos. These videos helped amplify the messages for the program's application process and its objectives.

#### 6. Event Management

The Roots of Circularity Incubators Program had various sessions such as the Orientation Program, masterclasses, and Human Centric Design (HCD) Sprint for the participant businesses. I was involved in managing and overseeing the event planning such as sending invites to participants, logistics management for the event and participants, registration of participants, communicating, supporting on-site programs, assisting the facilitator, and coordinating and communicating with the participants. I further gave my assistance in planning and coordinating events such as orientation programs, masterclasses, and workshops for programs the Roots of Circularity Incubators Program. I also ensured a smooth check-in process for the events organized by Roots of Circularity. Additionally, I created presentations for the masterclasses and orientation program for the ROC program.

# 7. Rapporteur Report Writing

For the Roots of Circularity Incubators Program's sessions, I had the task of rapporteur report writing. During the event, I took quick hand notes on the session's lecture, discussions, decisions, and key points raised by facilitators, speakers, and participants. I also took notes actions agreed upon, deadlines, and responsible parties.

After every event, I prepared a formal rapporteur report following the organization's prescribed format and submitted it to the program coordinator of ROC. These reports facilitated the program's audit process and provided detailed insights into how each event took place, including key points discussed and any important outcomes.

#### 8. Content Writing

Impact Hub Kathmandu publishes its newsletter in the first week of every month. For Roots of Circularity, I wrote the newsletter for the various sessions organized under the program. Additionally, I proofread, edited, and corrected any errors for clarity, correctness, consistency, and grammar in newsletter articles submitted by other programs under Impact Hub Kathmandu.

#### 9. Logistical Support

During my internship at Impact Hub Kathmandu, I supported the logistics process for the programs I was involved in. I supported the logistics by preparing materials needed for events, such as handouts, name tags, nameplates, sign-in sheets, and presentation materials. I oversaw the seating arrangements as well as the arrangements of any technical equipment or resources such as audio equipment, projectors, and presentation screens required during the event. I was also responsible

for troubleshooting technical issues that had arisen during events to ensure smooth operation. I supported inventory management such as managing event supplies such as stationery and materials required for event activities and kept track if all the materials were available before the event or not. I tracked the usage of the materials, restocked supplies as needed, and maintained organized storage areas. This helped to ensure that the resources were available for use in the upcoming events and activities. After the events, I also assisted in the cleanup of the venue to restore the venue to its original condition and helped manage proper waste disposal.

#### 10. Facilitated interviews of Candidates

Facilitating the interview of candidates for the Roots of Circularity Incubators Program was one of my contributions. I was responsible for scheduling the interview appointments with short-listed candidates for the incubator program. I also coordinated with the judges and participants and ensured that interview slots were communicated clearly to all parties involved. I prepared interview materials and documentation, such as interview agendas, candidate resumes, evaluation forms, scoring sheets, and interview questions. I communicated interview details to the candidates such as timing, location, etc before the interview. Post-interview, I documented the scoring sheets, resumes, and other documents for future reference.

# 11. Supported the Human Resources Department

I also facilitated the interviews for hiring a business coach and program officer for Roots of Circularity Incubators Progam- Lumbini Cohort by designing interview questionnaires, and scoring sheets, scheduling, and confirming interview dates and times. I was also tasked to support the hiring process of the communications officer for Impact Hub Kathmandu. I had to send email correspondence to shortlisted candidates, schedule interview dates as well as send rejection mail to candidates who did not qualify for the position. I also worked closely with the hiring team to facilitate the interview process for the selected candidates.

# 3. Activities in Coordinating with Co-workers:

## a) Designing a Communication Plan:

One of my significant contributions was undertaking the design of a comprehensive communication plan for the Roots of Circularity Incubators Program (ROC). I collaborated with Mr. Rohan Shrestha, the Programs Officer of ROC, and outlined our communication strategy for the program's Bagmati Cohort-1. Under his guidance, I gained invaluable insights into strategic

communication methodologies and best practices. We worked together and identified target audience segments, developed messages, and themes for social media, and developed a detailed week-by-week plan outlining communication activities from the program's inception in March to its completion in November.

#### b) Learning Design Techniques:

Although initially unfamiliar with designing social media posts, I benefited from the guidance of Mr. Rohan Shrestha, who introduced me to tools like Canva. Also, Mr. Shuvam Chettri provided insights into the technical aspects of designing, teaching me to create content effectively and the communication guidelines followed by Impact Hub Kathmandu.

#### c) Research Skills Enhancement:

Working with Ms. Samanata Thapa and Ms. Rashi Maharjan, I developed my research skills and learned effective communication techniques for qualitative research interviews. Their mentorship helped me to navigate research-related tasks effectively such as data collection, sorting, and analyzing. Working with them taught me ways to think critically, collect data, and navigate the research process and results analysis. They also taught research ethics such as obtaining informed consent, ensuring the confidentiality of the participants, and being sensitive to social issues when collecting data.

#### d) Communication Coordination:

I worked with communications officer Ms. Rachana Khatri to help the program team's communication to help in communication strategy. Under her, I coordinated calling participants for scoping and mapping, for co-creation events, and managing correspondence through emails for the job hiring process. I also assisted her in reviewing and proofreading newsletter articles posted for Impact Hub Kathmandu.

# 4 Job Process Diagram



Figure 4 Job Process Diagram

Being a Program and Research Intern at Impact Hub Kathmandu, my job process was simple. The program lead or program officer of respective programs would delegate the tasks to me. I would then complete these tasks and submit my completed tasks or inform the completion of a task with necessary reporting back to the program officer. As the program officers had almost full autonomy over the programs they ran, only a few things related to the tasks required approval from the Director of the organization.

For example, if I was assigned a task to write an article for the Roots of Circularity Program by the Program Officer Mr. Rohan Shrestha, I would write the article and submit it back to the supervisor for review. If everything is right then the article was approved and sent for publication. For the Civil Society and Media, the program coordinator would assign me research tasks, I would conduct phone interviews fill out the required information, and communicate it back to the coordinator.

# 5. Contributions as a Co-Op student in the company

I had the opportunity to contribute to various incentives of Impact Hub Kathmandu, by making the best use of my abilities to help the team. I took on various duties such as planning communications, documentation, creating social media communication posts, content writing, managing events, qualitative research, etc. to help assist the programs I was involved in. As I was mainly working in the Roots of Circularity Incubation program, I thoroughly assisted the program in all aspects from contacting and facilitating participants, handling communications, managing documentation tasks, organizing masterclass events, writing reports and newsletters on behalf of the program, and

so on. These contributions were essential for the smooth running of the incubation program for the Bagmati Cohort.

For the Civil Society and Media program, I helped with qualitative research, conducted interviews for qualitative data, mapped out participants, contacted them for the smooth operation of field visits, and scheduled dates, locations, and times with participants for focus group discussions and key informant interviews. These helped the CSM program in the scoping and mapping of participants and civic actors. This further assisted in co-creation events and workshops for the CSM program.

I further assisted the research team of Impact Hub Kathmandu with GEDSI research and inclusivity reporting. I was also involved in the human resources department for facilitating hiring candidates for jobs such as business coach, program officer, and communications officer.

# **Chapter 3: LEARNING PROCESS**

# 1. Problems and Issues of the Company

Being an Intern at Impact Hub Kathmandu, I got to explore the problems and issues the organization is facing. Some of the issues have been listed below:

## a) Funding issues

Being a non-profit organization; Impact Hub Kathmandu; the organization heavily relies on grants and funds from donor organizations. The major donors for Impact Hub Kathmandu are UN bodies, the United States Agency for International Development (USAID), and the European Commission. As the grants from donors mean the organization needs to be dependent on external funding for all its operations. As this is the scenario, Impact Hub Kathmandu has to utilize the limited funding it receives from these donor agencies to run its programs, operations, and other administrative expenses. Being the nature of non-profits; they have to solely rely on donor funding which comes with specific requirements, restrictions, audit processes, and reporting criteria. This means Impact Hub Kathmandu has limited flexibility in its decision-making and program implementation, as it needs to adhere to the guidelines set by the donors for spending. Being reliant on donors means projects typically operate on a project-by-project basis with finite timelines. So, this short-term focus may sometimes hinder the long-term term focus of the organization. Another pertaining issue is that the nature of grant funding is competitive as donors open tender to give grants and projects

to an organization, which makes it difficult hard to always secure the best programs that could be financially viable. Due to the funding issue, Impact Hub Kathmandu is unable to grow its team as well.

#### b) Small Team Size

This means there is a constraint to adding new projects and programs. The small team already is assigned with given programs and adding new programs would mean an additional burden to the team. Having a smaller team size also leads to fewer human resources available to execute programs, manage operations, and support organizational growth. Due to the small team various functional areas, such as program management, fundraising, marketing, development, and operations come onto the shoulders of the same few people who handle the program. All these can lead to difficulty in the scaling of the organization. The repercussion of having a small team is employee retention issue leads to the redistribution of tasks and responsibilities among the remaining team members. This leads to workload added to other team members as well as loss of expertise that the former team members possessed.

#### c) Lack of Infrastructure

Impact Hub Kathmandu's working space is a rented one in a limited space. This adds high rental costs, which significantly strain the organization's limited financial resources. Rent expenses are high as the office is centrally located; this leads to rent consuming a large portion of the organization's budget. This also means fewer funds are available for program implementation, staff salaries, and other administrative expenses. As a result of the limited space, IHK cannot expand for other growth-related opportunities such as adding additional team members or staff, adding newer programs, and expanding existing programs. As it is a rented space, there is very little autonomy in what changes to bring to the space, and may require landlord approval. Lack of self-owned space leads to inadequate storage space for physical documents, supplies, and equipment This further leads to difficulty in organizing and managing the resources.

#### 2. Solutions for the Problems

#### a) Increasing Funding Sources

Since one of the greater challenges of a non-profit organization is the lack of funding, Impact Hub can solve it by use of getting access to diversified funding. One of the ways is to tap into multiple sources of funding such as a diversified business model which includes funding from public institutions, citizens and corporations, or selected for-profit organizations. (Bocquet, Rannard, & Ferrary, 2020) Another source of funding for a non-profit organization is by tapping into government funding. As the missions of many non-profits usually fall into areas of government priority sectors, local and state governments are likely to support these organization's incentives by providing funding and other required assistance. (Foster & Fine, 2007) Thus, tapping into funding from corporate sectors or government funding can help with the issue of funding for growth and development.

#### b) Increasing team size

A solution for the challenge of small team size can be increasing the team size to an optimal level so that the team members can well handle the projects or programs. Alternatively, the present team can be given better support and capacity-building training so that they can handle the projects well. Streamlining organization tasks and giving greater autonomy can increase the sense of responsibility among the teams which would incentivize them to take owed responsibilities in a better way. Impact Hub Kathmandu can implement an employee retention strategy to retain talented team members and minimize turnover through competitive compensation and benefits.

#### c) Infrastructure planning

One solution for the infrastructure issue can be looking for cost-effective alternatives to the current rented space and relocating to a less expensive area. Impact Hub Kathmandu can optimize the use of the existing space by reorganizing the current office layout and making better use of the current space. Other solutions can be renegotiating the rental terms like rental rates, lease duration, and having flexibility in modifying the current space. Impact Hub Kathmandu should also focus on prioritizing a designated space for inventory for better management of the space.

# 3. Recommendations to the Company

After working as an Intern at Impact Hub Kathmandu and understanding its various problems. I would like to give them the following recommendations:

Understanding this, some of the recommendations for the problems are:

- a) Establishing a clear communication flow hierarchy within the organization to help in the systematic flow of information and ensure that it comes from the right personnel and at the right time. This should be communicated to the organization's entire team and helps clarify how and to whom the message should be communicated.
- b) To understand the roles and responsibilities of the staff and give them clear instructions that can avoid confusion, lack of accountability, blame game, and conflicts, frequent HR assessments must be conducted
- c) Increase partnerships and strengthen relationships with stakeholders such as donors, business associations, government bodies, businesses with corporate CSR wings, etc.
- d) Engage communities regularly for direct financial support or through the use of services of Impact Hub Kathmandu
- e) Optimize the operations as the services such as co-working, training, incubation programs, and workshops bring a significant amount of revenue to the firm which can cover operation and HR costs.
- f) Focus on strengthening the programs department and allocate resources as this department brings the highest amount of revenue
- g) Improve branding and marketing of the company to increase public outreach as this can help to reach more communities and increase their involvement
- h) Expand the existing services to more provinces and cities of Nepal by assessing the need.
- i) Seek an office space with cheaper rental costs which significantly saves a lot of expenses which can be then directed to other programs

# 4. What have you learned during the Co-op studies

During my internship at Impact Hub Kathmandu, I was exposed to many learning opportunities and experiences. I also learned a lot from my seniors and other professionals from different fields at Impact Hub Kathmandu. Some of the learnings are listed below:

#### a) Project Management

Having worked in two major programs at Impact Hub Kathmandu namely: Roots of Circularity Incubators Program (ROC) and Civil Society and Media (CSM). Though for the most part, I worked on the project- ROC, I learned a lot from both projects. From these programs, I got a better understanding of how projects run and operate in a non-profit organization. I got a grasp of how funds from donor organizations are allocated and distributed for a project for the smooth running of the program. From these projects, I learned proper ways of documentation organizing and cataloging documents and the importance of documentation for transparency in the audit process of these programs. Another major takeaway in terms of project management would be how programs in a non-profit organization are planned, implemented, and monitored to address the challenges the program is trying to solve. I also learned about the need to engage with stakeholders of the programs at all levels for the program's effectiveness. I additionally learned how different programs targeted to different target groups need to be dealt with and how coordination must be there for the proper engagement of the program's participants. For program management, as I was directly involved in ROC's programs; I learned that coordinating and facilitating the program's participants involved communicating with participants, providing them with support and guidance, and ensuring their needs were met during various program activities

#### b) Research Skills

Working at Impact Hub Kathmandu greatly developed my research skills. For the programs that I worked in, I had to assist in the research process and collect data for the implementation and support of the programs. For CSM, which works in the capacity building of marginalized civic actors, I contacted Civic Actors in Madhesh Pradesh and Lumbini Pradesh, conducted research interviews for scoping and mapping study, conducted qualitative research, and mapped participants' geographical locations. Also, I assisted the research team at Impact Hub in Gender Equality, Diversity, and Social Inclusion (GEDSI) research and data collection for inclusivity reporting. This research work helped me apply qualitative research methodologies. I additionally learned about interview protocols, conducting interviews, collecting and sorting data, and analyzing qualitative data to generate insights for the program's implementation. When I assisted the research team in Gender Equality, Diversity, and Social Inclusion (GEDSI) research, the secondary data collection taught me to identify credible sources for data collection.

#### c) Communication Skills Development

Being an intern at Impact Hub for program and research meant that I was involved in a lot of communication with applicants of the programs, participants, and possible candidates. One of the skills that I developed was skillful communication. As a lot of communication happened over phone calls it taught me to communicate and convey information clearly and concisely. Through regular communication with participants in both programs, I built a good rapport with them to create a comfortable atmosphere that encouraged participants' engagement and shared their information openly. Managing phone calls efficiently taught me time management skills through prioritizing calls, managing call schedules, allocating appropriate time for each conversation, and ensuring timely follow-up with participants. As different participants had different needs, I learned to adapt the tone, pace, and speed of information flow as per the participants' needs. A lot of time for the CSM project, I had to communicate with participants from marginalized communities and participants with disability; I had to communicate with empathy, and sensitivity, along with developing an understanding of their varied experiences and challenges. Developing a professional etiquette for communicating with an array of people and participants from different backgrounds was part of the learning too.

#### d) Event Management

Being part of Roots of Circularity Incubators Program Bagmati Cohort-I meant that I was directly involved in all the events and sessions organized by Impact Hub Kathmandu for the participants of the incubators programs. Tasks like handling the event arrangement, setting a seating plan, taking registration of the participants, managing logistics, overlooking if the event is based on the protocols of the agenda, assisting facilitators and participants, etc. equipped me with knowledge of organizing events for businesses and their incubation program.

#### e) Understanding of Circular Economic Principles

As an intern for the Roots of Circularity Incubators Program funded by the European Commission at Impact Hub Kathmandu, I got an in-depth understanding of the Circular Economy and the principles of Circularity. Having an understanding of circularity through the learning foundations of circular economy and its application in the business process gave me a lot of insight into the

need for a circular economy. I learned how through the models of circularity we can protect the environment, tackle problems of climate change, adopt circular finance in business, and conserve finite resources. Participating in masterclasses, human-centric designing sprints, and reviewing toolkits gave me a comprehensive mixture of lectures and reading materials to deepen my understanding of circular economy concepts.

#### f) Understanding of Social Issues and roles of Civic Actors

Through my involvement in the Civil Society and Media Program (CSM), I got a chance to dive deep into the problems faced by marginalized communities in Lumbini and Madhesh Province of Nepal. My job task required me to conduct qualitative interviews for research with civic leaders from Indigenous communities, marginalized communities, Dalit Communities, LGBTQIA+communities, women civic actors working for women empowerment, and people with disabilities. This gave me a deeper insight into the problems faced by these communities involving their civil issues, legal issues related to land rights, human rights, and citizenship rights, issues related to their lack of resources for supporting the community, and hurdles for the community development as a whole among others. Working in this program also gave me a diverse perspective on intersectionality in the forms of marginalization, the nature of social issues, and systemic factors of these underlying social issues.

# 5. Application of Coursework to the Real Working Situation

The knowledge gained from the coursework I took throughout my bachelor's was very applicable in various working situations during my internship at Impact Hub Kathmandu. As KCM and Siam University's BBA curriculum was comprehensive and practical; a lot of the learnings were directly applicable to my projects and assigned tasks during the internship.

The methodology learned in the course 'Marketing Research and Data Analysis helped me conduct research for qualitative research interviews, gathering data, and analyzing insights for the program's initiatives. Similarly, applying market research methodologies helped me gain insights into the needs of target communities, insights for program implementation, and properly record and analyze data to gain comprehension for further findings.

The learnings from coursework 'Integrated Marketing Communication and Social Media' and 'Brand Management' such as visibility of the brand symbols, proper use of brand colors and fonts,

and maintaining consistency in messaging and communications were useful. These concepts helped me design and create social media posts, write powerful and consistent copy and captions for social media, write content for the newsletter, design the communication planning for Roots of Circularity, and work for the campaign- 'Call for applications for Roots of Circularity Incubators Program'.

Similarly, learnings of business strategy, management principles, communications, logistics management, and project management were applied during various tasks throughout my internship at Impact Hub Kathmandu. Similarly, report writing skills gained by writing reports for different coursework throughout my undergraduate studies helped me in the report writing process for post-event rapporteur reports during my internship.

# 6. Special Skills and New Knowledge Learned from Internship

During my internship at Impact Hub Kathmandu, I was exposed to being involved in opportunities that enhanced my skills and made me learn a diverse range of knowledge. This not only improved my professional skills but also my attitude toward work, professional ethics, and learning. The following are the skills and knowledge that stand out:

#### a) Written and Verbal Communication Development

I was involved in content planning, designing social media posts, interacting with program participants, writing copy and captions for social media, writing newsletters, preparing rapporteur reports, etc. These tasks enriched my verbal and written communication. I learned to write better with more clarity and write engagingly while communicating the message. In terms of verbal communication, by communicating with program leads, and participants of different backgrounds, making telephone calls for interviews, calls for scheduling and roles; I learned how to communicate effectively all while maintaining active listening.

#### b) Documentation skills

During my internship at Impact Hub Kathmandu, my documentation skills improved significantly. Among the many responsibilities; my role involved organizing, managing, and compiling a range of documents essential for the program. For example: In the Roots of Circularity Incubators Program, I was responsible for maintaining records of application documents, contact information,

consent forms, incubation contracts, toolkit documents, and attendance records among others. The records of these documents were organized carefully in chronological order to ensure the accuracy and completeness of each document while adhering to the organization and donor requirements. I also contributed to translating documents with educational materials such as presentations from English to Nepali facilitating understanding for diverse participants. Using digital tools and platforms, I organized the softcopy of information and documents such as contact directory, GEDSI record, information retrieved from interviews, attendance records of participants, etc. for organizing and storing these data.

# c) Adaptability and flexibility

Having worked in two different programs I learned the skills of adaptability and flexibility. I developed an agile way of working so that I could manage my tasks, learn time management, prioritize tasks assigned based on the need, etc. I also learned how to adapt to the ways of working for more efficient delivery of my assigned tasks. I also learned how to collaborate, work on a team, and take help from other colleagues in times of confusion or difficulty about a particular task. I also learned to accommodate my tasks or pivot the strategy based on new information or supervisor feedback. Adaptability came not only in ways of working but also in forms of communication styles, problem-solving approaches, and collaboration methods. Another example is while I mainly worked for the Roots of Circularity Incubators Program, I remained open to supporting the Civil Society and Media Program when needed.

# d) Learning Empathy and Cultural Sensitivity:

During my internship at Impact Hub Kathmandu, I had the opportunity to cultivate empathy and cultural sensitivity by engaging with individuals from different backgrounds and communities. I was engaged in cross-cultural communication with participants from different backgrounds from different ethnic and cultural groups and identities. When being involved in the Civil Society and Media Program (CSM), I was involved in conducting qualitative interviews with civic actors from indigenous communities, marginalized communities, Dalit communities, LGBTQIA+communities, women's groups, and people with disabilities from Madesh and Lumbini Provinces of Nepal. These interactions with them required an approach in conversations with sensitivity and openness. I also had to learn active listening by asking relevant questions, listening mindfully,

showing empathy, and understanding their issues. I had to ask questions being sensitive to their social and cultural context while also being able to phrase questions being empathetic and getting answers. From this experience, I grew my understanding of the value of cross-cultural communication in developing empathy and encouraging inclusion.

# **Chapter 4: CONCLUSION**

# 1. Summary of highlights of my co-op studies in this Company

My internship at Impact Hub Kathmandu was a great experience and an opportunity to learn and grow. It helped to build my professional and personal skills in various aspects throughout. I got to learn and develop skills and knowledge in a variety of subjects and working areas. From the works assigned such as designing posts, handling social media, content writing, documentation, event management, research work, etc.; I got a chance to apply what I learned during my undergraduate degree as well as learn other new skills and knowledge. I am truly grateful that I got the opportunity to work at Impact Hub Kathmandu. The internship not only provided me with the opportunity to work for the fulfillment of Co-op studies but also made me become a better person in terms of professional life and helped me grow intellectually. I got an opportunity to enhance the way I work, think, and interact through my internship here at Impact Hub Kathmandu. The organization provided me with a rich learning environment, an opportunity to learn and gain mentorship from bright and hardworking senior colleagues, and an ample opportunity to network.

Working in Impact Hub Kathmandu gave me an insight into how a non-profit organization in Nepal works and functions as well as how they contribute to the greater good of the society and country. Nepal is an underdeveloped country, which means there are several issues in terms of social development and empowerment, entrepreneurship growth, environmental concerns, and business development. Non-profit organizations such as Impact Hub Kathmandu address these pressing social and environmental issues, support entrepreneurship, empower communities, and help bring positive change in society which ultimately contributes to the development of the nation. Seeing the contribution of my colleagues in Impact Hub Kathmandu for working on the programs reinforced my appreciation for the efforts put in by the individuals who work here to create a meaningful impact. Their work and deviation have truly inspired me to work in this area and bring my contribution to the greater good.

Being a Programs and Research Intern for the projects at Impact Hub, I am happy for my contribution through content creation, event management, research work, and communication strategies to support the program initiatives. Being part of projects such as Roots of Circularity and Civil Society and Media which work for environmental entrepreneurship, and social empowerment gave me new insights. By working in ROC, I got to learn the power of environmental entrepreneurship and how it can help in bringing sustainable solutions for the pressing environmental challenges by adopting a circular economy in startups and businesses, we can reduce waste and resource consumption but also create economic opportunities through sustainable ways. While working in the CSM Program I got to engage with marginalized communities and grassroots organizations. From this experience, I gained insights into the barriers faced by marginalized communities and their civic leaders to solve the social challenges and systematic barriers they face. Through qualitative research, I got to interact with them and contribute to their capacity building from which civic leaders can solve the causes they fight for. I also learned the power of capacity building and how it helps give a platform and voice to marginalized communities and their advocacy efforts. These programs work towards driving a positive change and I am lucky to be part of these programs. As I was an intern, I did not get to work directly in a lot of the areas, but from the work I contributed I did my best to support these programs and help them meet their objectives and goals.

Apart from these, I learned event management, project planning, social program management, business incubation and coaching, logistics management, documentation, etc. These learnings will help me in future endeavors that I undertake for my personal as well as personal growth. I am grateful that working in Impact Hub not only built me professionally but also grew my horizons in learning and fostering an inclusive mindset.

During my tenure at Impact Hub Kathmandu, I had the opportunity to work with an amazing team of talented colleagues and seniors who were truly inspiring. I got the opportunity to learn a lot from them. They made the work environment fun and helped me enjoy my time. The mentorship, support, and guidance that I received from them throughout the internship is something that I am grateful for.

Overall, I am thankful for the opportunity that I got to work at Impact Hub Kathmandu and be a part of such an impactful organization. I was able to contribute to meaningful programs, work alongside inspiring colleagues, and gain valuable skills and experiences. I loved working in Impact

Hub Kathmandu, the love and support I received here is impeccable, and will forever cherish the memories of working here. As I move forward in my career, I am highly confident that the learning and connection I got from Impact Hub Kathmandu will continue to guide me in my journey and inspire me to make a positive impact in the world.

# 2. My Evaluation of the Work Experience

My work experience in Impact Hub Kathmandu was an amazing one. During my 16-week-long internship, I had the opportunity to learn, grow and transform myself. From the first day of work, I felt very welcomed and the work environment felt very friendly. I had immense support from my supervisors, seniors, and colleagues I was always pushed and motivated to do better and learn more. Working here allowed me to grow out of my comfort zone and try on newer tasks. This helped me build my skills and learn new things. I also got the opportunity to do things better the next time by learning from past experiences and suggestions from my supervisor. As Impact Hub Kathmandu is part of a global network of Impact Hub Global; I got the opportunity to network with a lot of amazing people around Nepal and the world. These connections I fostered here would be beneficial to me even in the long run.

About my work performance, all my seniors and supervisors were highly impressed. They were satisfied with the quality of effort I put into the work and the quality output I gave to all the assigned tasks. Being a quick learner, I quickly picked the instructions I received and put them into practice to perform the deliverable tasks. Everyone in the organization was happy with my work performance from the director to supervisor to colleagues. I diligently performed all the duties that I was assigned. In case of any hindrance; my supervisors and colleagues happily helped me in performing those tasks and navigating through any problem that I faced. This also gave me more confidence and an incentive to outshine myself and perform better every time.

Therefore, my internship experience in Impact Hub Kathmandu was fruitful. I did get to learn and experience a diverse set of work which helped me grow. Impact Hub allowed me to demonstrate my knowledge and learning in the best way. By engaging in different programs; I had hands-on experience in areas of program management, communications, research, event management, social impact, etc. Hence, my internship at Impact Hub was a transformative experience in terms of learning, growth, and meaningful contribution. The internship furthermore helped me in working

in areas that contribute to a greater good which matches my passion for creating a positive impact through my work. The learning and experience from this internship will contribute to my future endeavors.

# 3. Limitation of the Study

The internship period in Impact Hub Kathmandu was a fruitful experience. My tenure here was smooth and provided me with valuable knowledge and experience. However, there were some limitations which are discussed below:

- Being new to the working environment, I had to adjust myself to the new environment while getting along and knowing everyone in the first few weeks. I also had to take time to know the work process, hierarchy, and procedure of the job process.
- Sometimes I was not given clear deadlines for the tasks assigned which made it difficult to prioritize the tasks. Also, having worked in two different programs simultaneously, I sometimes had to self-manage tasks and priorities based on urgency and amount of work.
- The internship time frame of 16 weeks was limited to get an in-depth insight into a lot of functioning and understanding of the management of a non-profit. Due to the limited time; I had been restricted to explore and learn more in aspects of program management and research.
- Being an intern meant I was granted little authority and exposure opportunity to get directly involved in the programs that I had worked in. For example: I was not given an opportunity for going to do field visits to the Lumbini and Madhesh Provinces for the Civil Society and Media Program
- Due to being an intern in the programs and research department and the limited timeframe of the internship period, I was unable to explore other aspects of non-profit organization management such as its finance and management aspects.

# 4. Recommendation for the Company

Impact Hub Kathmandu is a non-profit organization. It works with various international non-governmental organizations to bridge entrepreneurs, and community leaders to access opportunities and build their capacity. It focuses on actually creating impactful actions and being a change-maker for society. Since its founding, it has been able to accomplish a lot of programs

and projects by partnering with different NGOs and INGOs. With a team of talented individuals and empowering leadership; Impact Hub Kathmandu has been able to establish itself as a hub for change-making. Some of the recommendations that I would like to give Impact Hub Kathmandu would be:

#### a) Diversify funding sources

Impact Hub Kathmandu has long been relying on only funds from international donor organizations. This reliance on them has created funding issues to grow the organization and tap into different opportunities. So, I would encourage Impact Hub Kathmandu to explore diverse funding sources beyond traditional donor grants. These could include partnering with private sector firms willing to donate and bringing programs through non-profits as a part of their corporate social responsibility (CSR). Various government priority sectors such as sustainability, entrepreneurship, empowering marginalized communities, and capacity building intersect the areas of working of Impact Hub Kathmandu. So, partnering with the government and being able to receive the grants the government allows to flow would be another source to fund the programs of Impact Hub Kathmandu. Additionally, the organization can have partnerships with local stakeholders, government agencies, academic institutions, and other non-profit organizations for its growth and ecosystem development.

### b) Prioritize the use of technology and innovation

Impact Hub Kathmandu needs to invest in the adoption of technology as it can help the organization in many different ways. As Impact Hub Kathmandu does not have a dedicated self-managed communication channel (the software currently in use is Slack which is sometimes not reliable); having a communication medium software would be beneficial for internal communications. Investing in tech and implementing digital tools and software solutions would also help streamline operations, keep records of logistics, and manage other administrative tasks. The use of technology can also help manage the audit process, increase transparency, and monitor program processes and their effectiveness. By implementing digital finance management systems Impact Hub Kathmandu can be able to manage financial transactions, keep a record of expenses, and manage the budget efficiently. It would also ensure that Impact Hub adheres to the regulatory requirements of the donors, follows donor guidelines, and works per organizational policies.

Embracing digital tools and technology would be beneficial for Impact Hub Kathmandu's various programs and initiatives and help the organization grow.

Thus, these were the major recommendations that I would like to give Impact Hub Kathmandu based on my observations and study of the organization during my internship period. Adoption of these recommendations would help the organization to expand and move forward while driving positive change for society.



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# Annex



Figure 5 FabLab Makers Space



Figure 6 Impact Hub Kathmandu Office Building



#### **ROOTS OF CIRCULARITY**

# (ROC) PROJECT IN NEPAL

6 May 2024 - kathmandu

By Rohan Shrestha & Nischal Shrestha

#### **About RoC:**

Roots of Circularity (RoC) is a 4-year long project funded by the European Commission and spearheaded by Impact Hub Association (IHA) in collaboration with Impact Hub Kathmandu (IHK) and Wildlife Conservation Nepal (WCN) that aims to cultivate a Circular Economy (CE) ecosystem in Nepal. Over four years, RoC will focus its efforts on the Bagmati and Lumbini Provinces, with the primary goal of driving a fundamental shift in Nepali policies, engaging citizens, and nurturing the entrepreneurial landscape to embrace the concept of Circular Economy (CE) principles. The project will engage with civil society organizations, empower micro, small, and medium enterprises, collaborate with academic institutions, and



Figure 7: Newsletter Written During the Internship

Figure 8: Me working in the Programs Room



Nischal Shrestha

Nischal is an undergraduate student doing his Bachelor's in Business Administration at Kathmandu College of Management. He has joined as the Programs and Research Intern here at Impact Hub. Having a great enthusiasm for history, culture, and arts; you can find him in museums or art galleries during his free time. Nischal is interested in the field of research and demonstrates his professionalism in work. He is a really sweet guy who is ready to help you anytime you need him. He is a bibliophile and loves reading; however, he buys more books than he can read. He says reading books and buying books are his two separate hobbies. Nischal occasionally writes about history and heritages in his blogs so do check them out. He loves working here at Impact Hub.

Figure 9: Introduction of the Intern in Impact Hub's Newsletter



Figure 10: Impact Hub Team with ROC Incubators Program Participants



Figure 11: Facilitating participants during the Incubators Program



Figure 12: Roots of Circularity Incubators Program Masterclass Session



Figure 13 and Figure 14: Social Media Posts for ROC Call For Application