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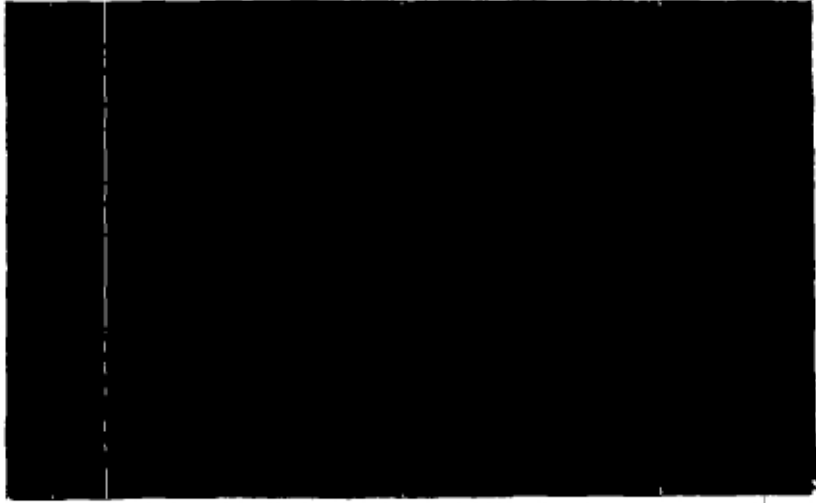
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**Monitoring  
Community Groups' Capacities**

**A Pilot Project in  
Syangja and Mahottari Districts**

**The Spider Model**

**Strengths, Weaknesses & Recommendations**

**CARE Nepal  
June 1997**

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## Abbreviations

AIP	Annual Implementation Plan
BTRT	Begnas Tal Rupa Tal Project
CBO	Community Based Organization
CDC	Community Development Committee
CDCC	Community Development Conservation Committee
CEC	Conservation Education Class
DA	Development Assistant
DSC	Department of Soil Conservation
EDO	Evaluation and Documentation Officer
INGO	International Non Government Organization
MG	Mothers Group
MNRMP	Mahottari Natural Resource Management Project
NFE	Non Formal Education
NGO	Non Government Organization
PM	Project Manager
PRA	Participatory Rural Apraisal
RDO	Rural Development Officer
SSD	Semi Structured Dialog
SSI	Semi Structured Interview
STO	Senior Training Officer
SWC	Social Welfare Council
UAKWMP	Upper Andhi Kholo Watershed Management Project
UC	User Committee
UG	Users Group
VDC	Village Development Committee
WDG	Women Development Group
WM	Women Motivator



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## **Annexes:**

- A     Formats**
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- E     Syangja Action Plan**
- F     Fund Status**
- G     Suggested minimum sets of indicators**



## Acknowledgements

This report is the result of a long process of introducing, testing and piloting the Spider Model as a new monitoring concept and tool in CARE Nepal. Many people have contributed in the various stages of this process.

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Lone Moerch Pedersen

June 1997



## Executive Summary

The Spider Model is a tool for monitoring the status and change over time of community organizations. It has been piloted in two of CARE Nepal's projects in Syangja and Mahottari Districts in 1997. The objectives were:

- a) To assess the status and changes over time of the community groups' capacities.
- b) To promote awareness within the groups about their strengths and weaknesses.
- c) To improve project planning and targeting of community organization support and training activities.
- d) To explore how to integrate the Spider Model in the project cycle.

The main technique of the Spider Model is participatory scoring of a group's capacities within the area of management, organization, fund mobilization, linkage and networking, and participation and representation. These core factors are based on CARE Nepal's Community Institution Building Strategy and have been established based on field tests with community groups.

To facilitate scoring each of the core factors have been broken down in four indicators. The indicators can then be rated on a range from one to four, one being low capacity and four being high capacity. Each stage is described in narrative fashion.

The scoring have been done by the group facilitated by project staff. With mainly literate groups the indicators have been written on cards and presented to the group to facilitate discussion and scoring of their capacities. With mainly illiterate groups the scoring has been done by the facilitators based on the groups discussions of the indicators.

The calculated scores for each factor are transferred to a spider web diagram which has an arm or pillar for each core factor. The visualization of the result enables the participants to compare their capacities with the ideal situation, and if compared over time enables the group to assess changes in their capacity.

The staff of the two projects were initially trained in using the Spider Model. Subsequently, they undertook participatory monitoring with a number of groups; six community development committees (CDC) and 15 women development groups (WDG) in Mahottari, and nine community development conservation committees (CDCC) in Syangja.

The results shows similar trends in both projects. Generally, the groups have average performance in management, organization and participation, and very weak performance in linkage and networking and to a large extent also in fund mobilization. The WDGs tend to be slightly stronger in fund mobilization than the CDC and CDCCs.

The differences in both the individual groups' total scores (from 39 to 64), and scores for each of the core factors (5 - 16) are remarkably big. This shows that within a project the groups' capacities varies from very weak to relatively strong groups. However, all the groups require further support from the project to become self-reliant.



The projects especially emphasize the awareness aspect of the tool. The process of discussing the indicators and analyzing the visualized results with the groups is a very effective tool for building the groups' awareness about their situation as well as facilitates their action planning. The groups' reactions have been: "Why did we not do this before? Now we know our direction better!"

To ensure focus on the process more than the result, and to ensure generation of reliable and valid information, very good facilitation skills are required. Strong facilitation is also needed to ensure broad participation of both literate and illiterate, women and men, executive and general members, different castes and ethnic groups. The Spider Model is a powerful assessment and awareness raising tool which can be adjusted to different types of groups at different levels, easily.

Even though the projects have not managed to integrate the tool completely into the project cycle yet, they think the tool effectively generates information about the overall status of the community organizations which can help the project target its community institution building support and training activities more effectively. It is hoped that participatory monitoring with the community groups becomes an integrated part of the project cycle, and a natural part of staffs role and tasks.





## 1 *Background*

CARE Nepal is currently focusing on tools to assess the status and changes of the projects' community organizations capacities.

The Spider Model has become the name for a monitoring tool that facilitates the assessment of community based organizations' (CBO) capacities in the areas of Organisation, management, linkage/networking, fund mobilization and participation. Groups are rated in each of these areas resulting in an overall score.

The objective of the Spider Model is both to raise the participants awareness through their self-assessment and action planning, and to generate information about the status and changes over time of the community organizations to help the project to target community support activities and training more effectively.

The Spider Model originates from an integrated rural development project in Thailand, but has been refined to match the context and strategies of CARE Nepal's projects<sup>1</sup>. Initially, the tool was introduced and tested in Upper Andhi Khola Watershed Management Project (UAKWMP) in Syangja during 1996. The tool was also used during a small scale evaluation of the community Organisation of Begnas Tal Rupa Tal (BTRT) project in Kaski in 1996, and included as a tool in CARE Nepal's PRA training program. Reports on these experiences have been prepared<sup>2</sup>.

Based on the results of these tests, and on project staff's and participating communities' positive feed back on the effectiveness of the tool, both as an awareness raising and monitoring tool, it was decided to pilot the tool in two of CARE's projects, namely in Mahottari and Syangja Districts, through June 1997.

In Syangja District CARE Nepal and the Department of Soil Conservation (DSC) are jointly implementing an integrated rural development project focusing on natural resource management and community institution building. The project was initiated in 1992 and has just started the second five year phase. The project currently works in 14 Village Development Committees (VDC).

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<sup>1</sup> The method was developed in a community based rural development project in Thailand from 1988. See Kriangkrai Chantrasem and Gerd Addicks, *Community-based integrated rural development projects, Chakkarat district*.

<sup>2</sup> *Participatory Monitoring of Community Groups' Capacities*, Lone Moerch Pedersen and UAKWMP, December 1996, CARE Nepal. *Evaluation of Community Organizations in BTRT*, Jopie Duijnhouwer, February 1997, CARE Nepal. *Training report from PRA workshop in Phokara*, January 1997.

CARE Nepal and Social Welfare Council (SWC) are jointly implementing the Mahottari Natural Resource Management Project (MNRMP) since 1989. The project focuses on strengthening the communities self-reliance to meet their basic needs. At the moment the project is working in 13 VDCs.

The objectives of the pilot project were:

- 1 To assess the status in group performance, including changes over time.
- 2 To promote awareness within groups about their strengths and weaknesses.
3. To improve projects' planning and targeting of group strengthening activities.
- 4 To explore how to integrate the Spider Model in the implementation process

This report highlights the main results and experiences from the use of the Spider Model in Mahottari and Syangja.

### **1.1. What is the Spider Model?**

The main technique of the Spider Model is participatory monitoring of group's capacities within the area of management, organization, fund mobilization, linkage and networking, and participation.

This is done by scoring the group's capacity level according to the core factors. To make the monitoring more specific each of the core factors have been broken down in four indicators

The core factors and indicators presented below are based on CARE Nepal's Community Institution Building Strategy and have been established based on field tests with community groups

#### Organization

- How often does the group have meetings?
- What is the role of the group? Does the group have a concept of the role of the group?
- How does the group communicate to general members?
- How does the group take decisions?

#### Management:

- Is minuting done and used?
- How does the group identify needs and make priorities?
- To what extent does the group achieve its plans?
- How does the group resolve conflicts?

- |                              |  |
|------------------------------|--|
| Fund mobilization            | <ul style="list-style-type: none"> <li>• From what sources are funds collected?</li> <li>• How are funds used?</li> <li>• Is accounting and financial recording transparent?</li> <li>• Are benefits generated by group activities?</li> </ul>   |
| Linkage/Networking           | <ul style="list-style-type: none"> <li>• Does the group coordinate with MG/UGs in the area?</li> <li>• How is the relation to other Community based organizations (CBO) and VDC?</li> <li>• Has the group succeeded in tapping external resources (excluding CARE project)?</li> <li>• How is the relation with the CARE project?</li> </ul>                                 |
| Participation/Representation | <ul style="list-style-type: none"> <li>• How are clusters, caste/ethnic groups represented in group?</li> <li>• Are women represented in group?</li> <li>• What is the level of general members' participation in planning and implementation of activities?</li> <li>• How actively do women participate in planning and implementation of community activities?</li> </ul> |

To facilitate the scoring of the group's capacity of each indicator, they have been given four stages on a range from one to four. One is low capacity and four is high capacity.

Each stage has been described in narrative fashion to enable the participants to make valid scoring, and to avoid guess-work and too much subjectivity in the scoring.

The matrix on the next page outlines the four indicators for the core factor organization. Such a matrix is made for each core factor. The indicators have four stages.

The scoring can be done by the group itself facilitated by project staff. In cases of literate groups the indicators can be written on cards and presented to the group to facilitate their discussion about the indicators and their scoring of their capacities. In illiterate groups it may be more appropriate to have the scoring done by the facilitator based on the groups discussions of the indicators.

Organization	1	2	3	4
Does often does the group executive committee meet?	No, almost never	Irregular and seldom meetings	Regular meeting. Low participation of members (less than 50%)	Regular meetings. High participation of members (More than 50%)
What is the role of the group?	No perception of the role of the group	Few members of executive committee have an idea about the role of the group (as explained in training)	Majority of executive members, only few general members, have an idea about the role of the group	Majority of all members have clear idea (or own) perception of the role of the group in their community
How does group communicate to general members?	No messages conveyed to and no contact between group and general members	Irregular, verbal communication to general members. (More than 50% are not informed)	Regular, verbal communication to general members. (More than 50% are informed)	Good, interaction between group and general members. All are informed about group's work.
How does the group take decisions?	No decisions made	Decisions are made, mainly by one or two members	Decisions are made by few members, but supported by majority of members	Decisions are made based on consensus of majority of all members including general members

The scoring system is: (See annex A for scoring formats)

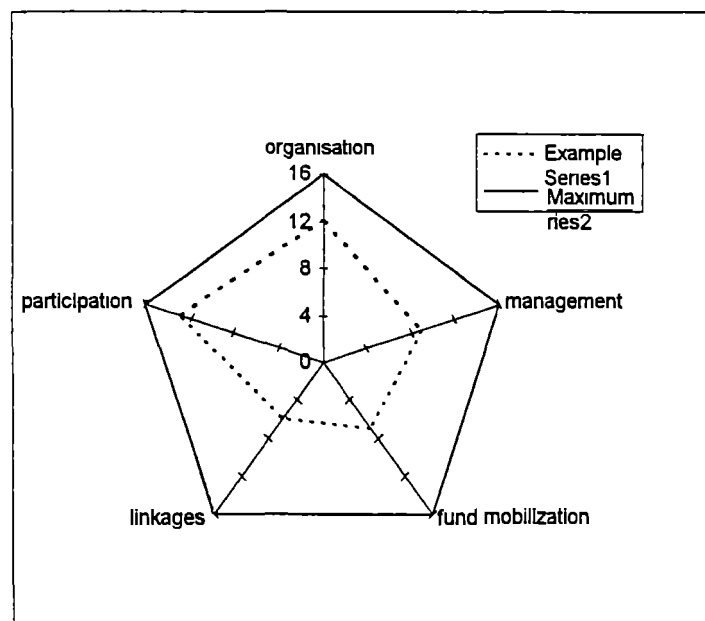
- For lowest score for a core factor is 4, i.e. if you score 1 in each of the four indicators.
- The highest score for a core factors is then 16, i.e. if you score 4 in each indicator.
- The lowest total score for a group's capacity is 20, i.e. if you score only 4 in all of the five core factors. The highest score is then 80, i.e. if you score 16 for each core factor.

The scores are calculated for each of the core factors. Below is an example of a group's scores, for each core factor and in total. The scores are compared to the maximum score.

Core Factor	Score	Total score
Organization	12	16
Management	9	16
Linkage/networking	6	16
Fund mobilization	7	16
Participation	13	16
<b>Total</b>	<b>47</b>	<b>80</b>

From the score we can for instance see that the group is very weak in linkage and fund mobilization, but stronger in participation and organization. The total score is almost only half of the maximum score indicating the group has average performance.

The calculated scores for each factor are transferred to a spider web diagram which has an arm or pillar for each core factor. See below the same group's spider web figure.



- The spider web figure gives in one glimpse a picture of a certain group's capacities according to a set of indicators. (Other visualizations can also be used, such as trend analysis diagrams for each of the core factors, or mountain bar diagrams etc.)
- The visualized assessment of a group's capacity which can be used for discussion and analysis of the group's weaknesses and strengths.
- It is appropriate with illiterate people.

During the participatory monitoring process the participants' discussion about the indicators and the scores is essential for the awareness building, and as such more important than the resulting spider web figure. The Spider Model can, however, be used in various ways. See for instance the paper Participatory Monitoring of Community Groups' Capacities, CARE Nepal, December 1996.

## **1.2. The pilot Project**

The process of developing and piloting the Spider Model has been done through the following steps:

1. Meetings with Mahottari and Syangja projects to plan the piloting the Spider Model as a monitoring tool in the project program. The VDC and the types and number of CBOs were selected for the pilot project.

The projects were encouraged to focus on the main groups of the community Organisation: Community Development Committees (CDC)/Community Development Conservation Committees (CDCC) and Mother Groups (MG)/Women Development Groups (WDG). It was considered too difficult to include Forest User Groups (FUG) and User Groups (UG) at this point, as the purposes of these groups often are very different, and would require quite a different additional set of indicators.

Furthermore, staff were appointed as participants in the training workshop and the timing for the workshop set. It was suggested to make the Development Assistants (DA) responsible for monitoring as they are most familiar with the CBOs. It was also suggested not to include all staff (such as Women Motivators (WM), Overseers, Engineers, Community Health Extensionists (CHE), etc.) in order to minimize the staff intensity during the pilot phase

2. Training curriculum was developed together with the Senior Training Officers (STO) and the workshop program prepared. A trainer's manual is being prepared to guide the facilitators' training of staff in how to use the tool
3. Training workshops were carried out in Syangja and in Mahottari during January and February. The workshop program included a practical field session with community groups, based on which staff prepared reports. After the training workshop the projects prepared an action plan for the subsequent field activity.
4. Field work was carried out in both project during March and April 1997. Based on formats field staff compiled the results and reported back to the project/Rural Development Officer (RDO). The Evaluation and Documentation Officer (EDO) and a STO observed parts of the field work in Syangja and Mahottari, and discussed the experiences with involved staff and to some extent with the community groups, also.

5. Based on field staff's reports the RDOs and Project Managers (PM) have compiled and analyzed the information generated during the monitoring according to compilation formats. The RDOs have prepared reports on the results which also gives feed back on the tool, the techniques, the indicators, it's effectiveness and usefulness as monitoring tool, the validity of the information, the time required, etc. The reports also includes the future action plans the projects have prepared based on the results of the monitoring and the experiences with the tool.
6. The EDO has visited the projects to discuss the project's experiences with the Spider Model and get staff's feedback, based on which this final experience report has being prepared. Within the six months pilot period the projects have not managed to follow up with the groups.

## **2 Results of Monitoring with the Spider Model**

The following sections highlight the main results from the monitoring with community groups in Mahottari and Syangja. The analysis focuses on the Spider Model scores of the groups selected for this pilot project. Additional information about the groups membership composition, fund status and activity level has also been collected to give a fuller picture of the groups. However, this information is only briefly discussed (for further information see summary results in annex B and D and E).

### **2.1. Results from Mahottari**

Initially, the nature of the community Organisation of Mahottari is described. Then the results of the analysis is structured according to the score in the Spider Model and fund status of the WDG and CDCs. Summary results are enclosed as annex B. Based on the results the project has prepared an action plan which is enclosed in annex C.

#### **2.1.1. The Community Organisation in Mahottari**

In Mahottari the community Organisation approach has focused on the formation of VDC level CDCs, WDGs, UCs as activity specific sub-committees and FUGs. There are 113 CBOs in total of which there are 11 CDCs<sup>3</sup>, 40 WDGs and 62 UGs, FUGs, etc. The project works in 13 VDCs at the moment. Eighth VDCs are being phased out within FY 97, and four new have been included.

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<sup>3</sup> In the global achievement formats the CDCs have been calculated to 13, which include a loan group and a club.

Some of the 11 CDCs are cluster level CDCs, which have been established in response to the rather inactive VDC level CDCs. They became inactive and unable to obtain support for activities with the introduction of the VDC development fund in 1995. Most of the WDGs have evolved out of the non-formal education program run in their cluster and only have limited number of members.

The piloting of the Spider Model was done with 15 WDGs, six CDCs, and one club and two male income generating activity (IGA) groups of Khairmara, Laxminiya, Hatilet and Kisannagar and from Belgachhi, Pipradhi and Hathisarwa VDCs. The project is phasing out from the first four VDCs.

### Monitoring with a Women Development Group in Mahottari



#### *2.1.2. The Spider Model Scores*

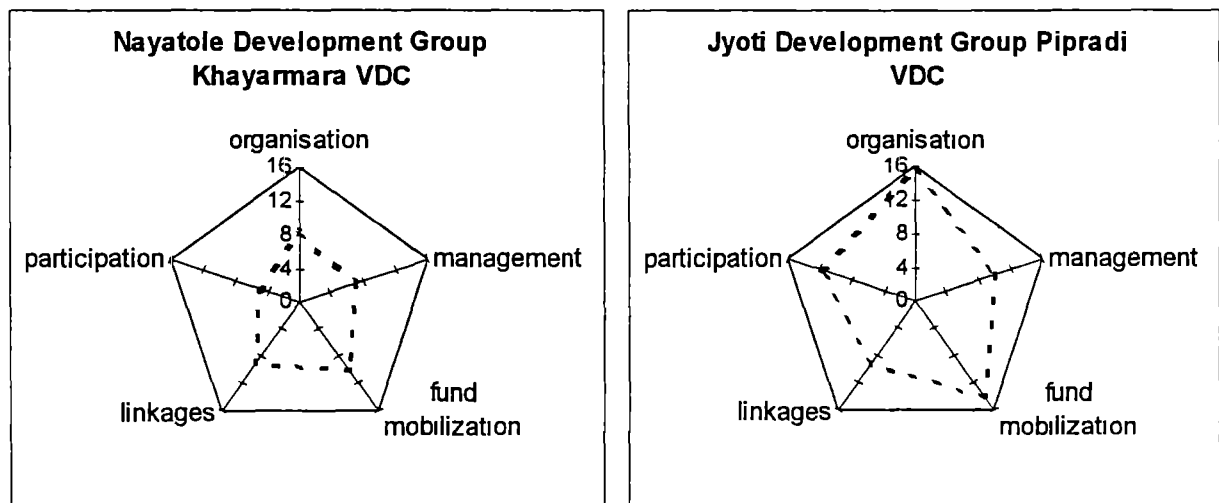
Based on the individual group's total Spider Model score we look at the average total score of the same types of group. The lowest total Spider Model score is 20 and the highest 80. If a group scores around 50 - 60 it is considered an average performance.

In Mahottari the total average score of the 15 WDGs is 54.4. The weakest group had the lowest total score of 49 and the strongest group scored the highest of 64.



The CDCs total average score is 51.5. The weakest CDC scored total 38, and the strongest of the six CDCs scored the highest 58. None of the CDCs have scored 60 or above.

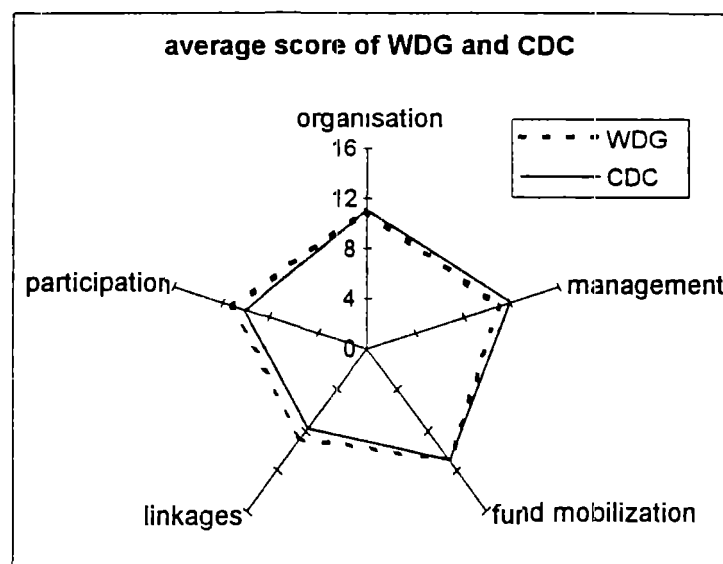
The majority of WDGs and CDCs score between 40 and 60, which means the majority of the groups have an average performance. The following spider web figures illustrate the difference between the weakest and the strongest of the 15 WDGs included in this pilot project:



Based on the individual group's score in each of the five core: organization, management, fund mobilization, linkage and networking, and participation, we looked at all the groups' average scores:

Core factors	Average score out of 16		Range of score out of 4 - 16	
	WDG	CDC	WDG	CDC
<b>Organisation</b>	11	11	9 - 15	9 - 13
<b>Management</b>	11	12	9 - 15	7 - 14
<b>Fund</b>	11	11	9 - 14	9 - 13
<b>Linkage/network</b>	9	8	6 - 14	5 - 11
<b>Participation</b>	11	10	8 - 13	5 - 12

The average results of WDGs and CDCs can be compared visually in the following spider web figure.



When we look at the differences in the individual groups' scores for the core factors we see in the table above that the WDGs' scores range from 9 - 15 , and 5 - 14 for the CDCs. This indicates there is quite a difference between the groups' individual capacities.

Overall both WDGs and CDCs have an average performance. The WDGs and CDCs tend to have similar (average) scores of 11 in four of the core factors, and are equally weak in linkage/networking with average score of 8. The CDCs are slightly weaker in participation. The VDC level CDCs tend to have lower score in participation than ward and cluster level CDCs and WDGs.

## **2.2. Results from Syangja**

The following results are based on monitoring with nine CDCCs of Bangsing VDC. As with Mahottari the presentation of the results is structured according to the Spider Model score and fund status. Since Syangja did not undertake monitoring with MGs, it is not possible to compare the status of CDCCs and MGs. Summary results are enclosed in annex D, and the action plan enclosed in annex E.

### **2.2.1. The Community Organisation in Syangja**

The main groups of the community Organisation in Syangja are CDCCs, MGs, FUGs, and UG/UCs. There are 64 ward level CDCCs, 64 MGs, 122 UG/UCs of which 52 are FUGs. The formation of groups is initially promoted and encouraged by the project as part of the institution building strategy. Apart from

these groups there a few clubs etc. operating in the project area with some assistance and corporation with the project.

The project planned to undertake the monitoring with both CDCCs and MGs in three VDCs; Arukharka, Bangsing and Ganeshpur (two old and one newer VDC, respectively). But since staff was under time constraints, they decided to undertake the exercise in one VDC and reduce the number of groups to nine CDCCs. Furthermore, it was decided to excluded MGs from this pilot phase.

#### Monitoring with a CDCC in Syangja



#### ***2.2.2. The Spider Model Scores***

As with the groups of Mahottari we can look at the nine CDCCs' total average Spider Model score. It is 50, the lowest being 41 and the highest being 64. Eight of the nine CDCCs total scores fall between 40 and 60, which means the groups performance is "average". Only one CDCC scores above 60.

The CDCCs total average score in each of the core factors are:

Core factors	Average score (of total 16)	Range of score (of 4 - 16)
Organisation	11	8 - 14
Management	11	9 - 16
Fund mobilization	8	6 - 11
Linkage/network	8	6 - 11
Participation	11	8 - 14

The CDCCs have average scores around 11 in Organisation, management and participation, however, the range of the individual groups' score is from 8 - 14. This shows that there is big difference in the capacities between the CDCCs. The CDCCs are all very weak in linkage and fund mobilization with average score 8, and the range of the individual groups' score being from 6 - 11, only.

In general the CDCCs' performance is average with quite some scope for strengthening of their capacities, especially in linkage and fund mobilization.

### **3 Similarities and Differences**

Direct comparison of the results of Mahottari and Syangja is difficult. First of all the types of groups differs slightly in the two projects<sup>4</sup> and some of the indicators were not so suitable. The projects have done the monitoring with different kinds and numbers of groups which makes comparison difficult.

In Mahottari the analysis is based on monitoring with 21 groups, 15 WDGs and six CDCs, whereas in Syangja the result is based on monitoring with nine CDCCs only.

However, we can look at differences and similarities of the results which can give us a glimpse of the status of the two project's community organizations.

---

<sup>4</sup> The CDC and CDCC of the projects are both an "umbrella" type of group, but whereas most of the CDC have been formed on VDC and cluster level, the CDCCs in Syangja operate on ward level. Similarly, the MG and WDG operate on different levels. The MGs in Syangja have been formed ward wise, whereas the WDGs of Mahottari has been formed cluster wise. The purpose of the MG and WDG differs, as MGs in Syangja are specifically formed to empower the women to participate in ward level community development, whereas the WDGs of Mahottari have evolved out of NFE classes as a kind of IGA groups (which of course will empower the women involved).

### 3.1. The Spider Model Scores

As we saw before the CDCCs, CDCs and WDGs all have an average total score around 50, the WDGs in Mahottari scoring slightly higher than the CDC/CDCCs with 54.

The groups' average score for each of the core factors are:

Core factors	Average score (of total 16)			Range of score (of 4 - 16)		
	Mahottari Syangja			Mahottari Syangja		
	WDG	CDC	CDCC	WDG	CDC	CDCC
Organisation	11	11	11	9 - 15	9 - 13	8 - 14
Management	12	12	11	9 - 15	7 - 14	9 - 16
Fund mobilization	11	11	8	9 - 14	9 - 13	6 - 11
Linkage/network	9	8	8	6 - 14	5 - 11	6 - 11
Participation	11	10	11	8 - 13	5 - 12	8 - 14

The visualization of the average results of the three types of groups would enable us to see similarities and differences very easy, however, in this case the differences are minimal and would not have shown easily.

Generally, the groups have an average performance. The majority of the groups have scored around 11 in organisation, management and fund mobilization, and participation. All three kinds of groups are very weak in linkage and networking with score 8.

It is interesting that all groups tend to be stronger in management, Organisation and participation, and extremely weak in fund mobilization and linkage. This may be because at this point in time the groups still mainly implement project supported activities. Thus, fund collection and linkage are at this point is not yet critical, but will be after project support ends.

The individual group's score in the core factors range from 5 - 16 indicating a remarkable difference between relative capacities of the groups and their overall performance. This is the case in both projects and of the types of groups.

WDGs tend to be slightly stronger than the CDC/CDCCs especially in fund mobilization and activity implementation. However, the CDC/CDCCs were initially formed to coordinate activities implemented by user groups and did not have many incentives to collect fund. Furthermore, in line with CARE Nepal's strategic directions Mahottari project has focused more on strengthening the women groups.

### **3.2. Supplementary Information**

Additional 'objective' information has been collected on the group's fund status and activity level to get a more complete picture of the groups' capacities and situation (tables on fund status enclosed as annex G).

There is a tendency that stronger groups with higher Spider Model scores also are stronger in fund mobilization. The central parameter is often whether the group actually uses its fund or not.

We also looked at the groups' activity level in terms of how many activities they have implemented during the last five years, and how many of these were done independently by the group

Apparently, the scale of activity has been very difficult to measure and correlate with the other assessments. The distinction between community activities, such as foot trail, drinking water, etc., and activities undertaken by the individual household, such as kitchen garden, IGA activities, NFE etc. was not taken into consideration. In Syangja there are more than 40 different activities. Furthermore, all activities were not taken into account. For example saving, which may be an important activity, and a proxy, for a group to sustain, was not reported

It has been difficult to distinguish who actually initiates the activities, and how to identify activities undertaken independently by a group. For example does 'independent' also include when a group get an idea for an activity, but receives some support from the project for implementation?

The fact that CARE implements activities may be an issue to consider when monitoring the groups' actual capacities, as it may distort the picture slightly. A group may, for example, appear very active and strong in activity implementation, but may have at the same time low scores in the Spider Model. The lack of correlation may be caused by implementation of activities by or with support from CARE. Therefore, it has not been possible to actually compare or correlate the different kinds of information. However, the information is important supplementary information for the over all assessment of the community organizations.

### **3.3. Conclusion**

According to the analysis there are similar trends in Syangja and Mahottari. Generally, the groups tend to have a relative weak to average performance. The groups' weakest areas are fund mobilization and linkages, whereas the majority of group tend to have an average performance in Organisation, management

and to some extent in participation. However, as we saw in the range of the individual group's scores there are differences between the groups' capacities.

There is also a tendency that cluster level groups (WDGs and CDCs) are more active and capable than ward level 'umbrella' type of groups (CDCCs and few CDCs).

The WDGs seem slightly stronger than the CDCs and CDCCs, especially in fund mobilization and utilization.

The groups of Mahottari and Syangja are of similar age, only the VDC level CDCs of Mahottari are slightly older. Despite of this there is no significant difference in their performance as reflected by the Spider Model scores.

During the pilot period the projects have not followed up with the groups, therefore, we cannot at this point in time assess changes in the groups' performance over time.

#### **4     *Strengths, Weaknesses and Recommendations***

The first experience report on the Spider Model<sup>5</sup> highlighted central issues related to using the Spider Model. The following section will revisit those issues in the light of the experiences of the pilot project, and gives recommendations for further institutionalization of the Spider Model.

##### **4.1.   *The Purpose of the Spider Model***

The objectives of the pilot phase were to use the tool both to monitor the status of community organizations as well as changes over time, as management information as project level, and to facilitate groups' self-assessments and awareness building.

Mahottari and Syangja find it essential to know the community organizations' status and level of capacity in order to target their interventions and refine their strategies. They find the Spider Model very useful tool for regular assessments of the status of the community organizations which can help them target their community support programs more effectively. They believe the strength of the tool is very much the awareness building through the groups' participation in the whole process of monitoring, analysis and action planning. Despite difficulties discussed below, the projects wishes to continue the institutionalization of the Spider Model in their community institution building programs.

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<sup>5</sup>     *Participatory Monitoring of Community Groups' Capacities*, Lone Moerch Pedersen and UAKWMP, December 1996.

The community groups' reactions to the Spider Model usually were: "We should have done this long ago, now we know our direction, where to go!" They realize the benefit from evaluating their capacities. As such the groups have expressed a need to become more clear about their roles and functions. Currently, the orientation and management training provided is of a general character.

Syangja has long felt a need for a more flexible training program as well as a tool to monitor the impacts of the community Organisation support activities and training. It was decided to use the Spider Model for that purpose, both to indirectly monitor the overall impacts of the support activities and training, and to assist the project in targeting the support activities and training to the groups' needs. The project wishes to divide the community organization training package into topical modules such as proposal writing, fund raising and record keeping, etc.

Syangja has also suggested to integrate the Spider Model or self-assessment issues in the community Organisation orientation and management training.

- \* *It is suggested that the projects revise their community organization program in order to make it more adaptable to the groups' needs. To integrate and use the results from the participatory assessments to target the training more effectively, it may be beneficial for both staff and groups to try to organize some of the training curricula etc. according to the core factors and indicators of the Spider Model.*

Syangja has suggested to explore ways of including the issue of self-assessment and discussions on the core factors and indicators of the Spider Model as topics in the functional NFE classes and text books. It has proved a very effective way of building awareness among women.

Mahottari similarly feel a need for an integrated community organization support program and monitoring system. However, the above suggestions are considered somewhat ambitious for the initial stages. The tool is still new to the project.

The next step is to include the Spider Model in the community institution building approach and to use the resulting information in the annual planning and refinement of the community organization support program. The appropriateness of using the Spider Model both for awareness building and monitoring can be discussed. There may be other more appropriate tools to facilitate group dynamics etc. than the Spider Model. However, it is hoped that participatory monitoring with the community groups becomes an integrated part of the staffs role and tasks.



To integrate these different elements into a coherent community organization program and monitoring system is a complex process, and the projects may need some support from central office.

- \* *It is suggested that the projects refine the community organization support program in such a way that it integrates the Spider Model, both as a support activity for group strengthening, and as monitoring tool that can inform the project's planning of specific training and support activities. To facilitate this process, it is suggested that the projects form a task force to establish this system. The task force may at some stages include program staff.*

At the moment participatory techniques and tools, like the Spider Model, are often included in the AIPs. However, generally speaking the projects would be advised not to include such tools and techniques in the target and activity focused AIPs as they are means of implementation, and should be seen as part of project staff's daily work and not as additional work.

- \* *It is recommended that further steps are taken to fully integrate participatory techniques in to community institution building activities recognizing that these activities are more time consuming.*

#### **4.2. Appropriate Techniques**

The main technique of the Spider Model is scoring of the group's capacities, either based on semi-structured interview or dialog (SSI/D) with group members or with cards on which the indicators are written and based on which the groups score their capacities.

Field staff generally find that the use of cards for scoring is appropriate with literate groups, only. Therefore, cards have mainly been used with the CDC/CDCCs whose members tend to be more literate. Using cards is very good to generate the discussion about the indicators among the participants, but the process is very time consuming and takes at least five to six hours.

One problem of using cards has been to translate the indicators into a simple Nepali which the participants understand.

- \* *It is recommended to translate the wording of the indicators into simpler Nepali. It is further recommended that staff refine the indicators, and discuss how they can explain the indicators to the participants in a more simple language.*

In groups where the majority of members are illiterate, such as most of the women groups, it does not make sense to use the cards. Here the facilitators have ranked the groups' capacities based on semi-structured interviews and dialogues (SSI/D) referring to the indicators. This has been relatively easy and

less time consuming. However, not using cards limits the participants' discussions slightly. It has not been easy for staff to involve the participants directly in the scoring, and therefore, it has been more difficult to explain to the resulting spider web figures to the participants as well as to generate discussion on the group's strengths and weaknesses.

- \* *It is recommended to explore ways of involving the illiterate participants in the actual scoring of the group's capacities. For example by having the participants to rate their capacity on a scale from one to four based on their discussions of indicators. To facilitate and visualize the score stones or sticks can be used. The facilitators should avoid reading up the narrated indicator, and expect an answer from the participants as the discussions are crucial in the whole process.*

There are advantages and disadvantages of both techniques, but the projects have apparently decided to use both techniques when appropriate, e.g. use the cards with literate groups, and SSI/D only with illiterate groups

The appropriateness of the spider web symbol has been discussed with staff, and generally it is considered appropriate and easy to explain and relate to community organizations. However, it may be interesting to discuss it more thoroughly with community groups.

- \* *It is recommended to discuss the relevance of the spider web symbol with community groups, and explore alternative symbols. This could be histograms, mountain chart, etc.*

Similarly, the use of pictures to visualize the indicators have been discussed, but it has not been possible so far to find good, clear illustrations for abstract concepts of, for example, Organisation and management. However, Mahottari wishes to try using pictures with illiterate groups, whereas Syangja believe it will not be effective. Using pictures might divert the focus from their own group situation to the context of the picture.

- \* *It is recommended to explore the possibilities of developing and using pictures to facilitate the discussions especially with illiterate groups. The pictures may be developed in corporation with an artist, or come from other organizations using appropriate pictures.*

The scoring system has been discussed. Instead of using scores from one to four, it has been suggested to start the scoring with zero to three to indicate the 'real' situation of the group. However, it is so negative, and it may be better to start off more positively to create a constructive atmosphere for discussions.

- \* *It is recommended to use the rating from one to four and apply a positive approach focusing on strengths more than weaknesses.*

### **4.3. Facilitation**

As mentioned above the tool demands very good facilitation skills. The facilitators tend to use much time to introduce the purpose and use of the Spider Model to the participants, which limits the active participation of the participants. This may make the participants feel less involved, thus less responsible, for the process, the results and the future actions planned.

- \* *It is suggested that the facilitators explain the process step wise as the process is progressing, but in a very simple and clear way. The facilitators should try to involve the participants as much as possible during all stages of the process.*

It is a general impression, that staff have given too little emphasis to the process as such, but focused more on the results. The participants' discussion of the indicators is a key element of the awareness building, and should be stressed more during the facilitation of the process. This will also enable the participant to better understand and discuss the resulting spider web figure.

- \* *It is recommended that staff give emphasis to the process, and focus on the facilitation of the participants' discussions about the indicators and the groups' capacities, more than on the results.*

Ideally, the facilitator should hand over the stick and the process to the participants. Initially, it may be unrealistic to expect that groups themselves can undertake this monitoring. However, Syangja believes stronger groups are capable of doing their own self-assessment, and even facilitate other groups' self-assessment, for example MGs. The possibility of training the stronger groups in using the tool has been discussed. It may be waste of time providing groups a training program on the abstract issues of the Spider Model, and more appropriate to include some group members in the staff training and have them participate and learn by doing it in the field. Later, when these group members are more familiar with using the tool, the role of the facilitator may be to ensure triangulation and assist the group in analyzing the results.

- \* *It is suggested that staff provide the stronger group further support in doing the assessment of their group's capacities themselves as well as help them facilitate other group's self-assessments, such as MGs or UGs. This would for example imply that some group members participate in the Spider Model training with staff, and then practice through "learning by doing" in the field situation. In the long run those group members might be able to facilitate the monitoring of their own and other groups.*

Occasionally, the facilitators play a dominating role during action planning. At the end of the day there is little time and motivation to prepare action plans, and also too little time and resources for conducting separate meetings for action planning with all groups. Therefore, the facilitators tend to rush through the action planning by suggesting what actions need to be taken by the group. Whether such kinds of action plans will materialize in concrete actions by the group in the future is questionable.

- \* *It is suggested that the action planning be done in a separate meeting, perhaps the day after, by the group. The group can invite the field staff if they feel it is necessary.*

Action planning tend to raise participants' expectations for project support. It should be emphasized that action planning does not always need to involve training or other support from the project to the individual groups. Some of the groups' identified weaknesses may not need immediate solutions, whereas something can be followed up right away. This could be up-dating of fund status, and creating transparency in the account keeping. The Development Assistants (DA) may be able to give topical training, or facilitation, to the particular group, which does not have to imply a regular training program involving several groups. On the other hand, this may be an issue of empowering staff to be able to provide such support and facilitation.

- \* *In addition to the formal training, staff should encourage the groups during action planning to find simple and local solutions to improve their weaker capacities.*
- \* *It is suggested that the project staff discuss with DAs and other Extensionists their capabilities of providing topical training or other support to the groups, and what additional skills they may need to be able to give such specific day to day facilitation and support.*

#### **4.4. Participation**

In relation to the use of appropriate participatory techniques and facilitation the quality and quantity of participation has to be considered too.

##### Executive vs general members

During the monitoring the participants have mainly been the executive members of CDC/CDCCs and a few general members. The VDC and ward level CDC/CDCCS normally have a lot of general members, and it is difficult to gather all of them. Syangja stresses the value of doing it with a mixed group of executive and general members, both to verify the results and to build

awareness among general members as well, but usually, the general members' participation is very poor in number and quality.

During the initial tests undertaken in Syangja the monitoring was undertaken with a group of executive and a group of general members, simultaneously. But the comparison of the results leaves us with two slightly different assessments. The general members would often rate the CDCC's performance lower than the executive members of the CDCC. This generated good discussion among the members.

Members of cluster level CDCs and WDGs in Mahottari are fewer in number, and in most cases they are all considered executive members. Most of them participated in the monitoring.

- \* *It is recommended that staff ensure active participation of both executive and general members during the monitoring, through facilitation and, if felt appropriate, by doing it with two separate groups.*

#### Women's role

Very few women participated in the monitoring of the CDC/CDCCs, mainly because there are only few female members in the CDC/CDCCs. Generally, the women were reluctant to speak up during the monitoring process.

WDGs are small cluster level groups and most of the women of the cluster are members. Most of them participate during the monitoring, however, often only stronger literate women and/or leaders speak up and answer questions.

- \* *Staff should ensure women's active participation through facilitation. Focus group discussions could be an alternative method in gender mixed groups.*

#### Representation

It has been stressed to involve all members, of all castes and ethnic groups and clusters as well as genders, in the monitoring activities. However, it has not always been the case.

In large groups it is difficult to gather all members during the monitoring, and it is equally difficult to ensure that all castes, ethnic groups, women and men, and clusters etc. are proportionally represented. Similarly, it is not easy to facilitate broad participation in larger groups.

- \* *It is the responsibility of staff to ensure representation and broad participation during the monitoring. Therefore, it is recommended that staff invite a representative, but also manageable, number of members. A manageable*

*group may be 15 - 20 persons. However, in larger groups, like CDCCs, the monitoring can be done either with a representative number of members, both executive and general, where the representative group would discuss the results with all members in a following mass meeting. Or it can be done by a separate groups of executive and general members.*

### Literacy

As mentioned before the use of cards for scoring does not facilitate the participation of the illiterate group members. Cards were used when the majority (more than 50%) of participants were literate. However, it made it difficult for the rest of the illiterate participants to actively participate. In groups of mainly illiterate members cards were not used, but this did not imply that all participants participated actively.

To a large degree the active participation of illiterate requires use of appropriate techniques and strong facilitation.

- \* It is recommended to ensure that illiterate participants participate actively during the monitoring process, by strong facilitation, and by using alternative and/or additional techniques to cards. This can, for example be using cards to facilitate discussion on the indicators, and scoring with stones, sticks, etc.*

### **4.5. Time Requirements**

Conducting participatory monitoring with the Spider Model is both very time consuming and staff intensive.

Syangja and Mahottari estimated the time requirement to be approximately five hours with cards (sometimes excluding the action planning with the group), and three hours without cards

- \* It is suggested to allocate enough time for the monitoring activity to enable it to be an effective process. With new groups this may imply a full day program. The timing of the activity should also be considered to avoid interference in the participants busy seasons, and enable their participation.*

The activity is also staff intensive, but staff insist that at least two trained persons co-facilitate the monitoring process with one community group. One person cannot do it him/herself. However, training group members in using the tool is an investment that eventually will reduce staff's workload.

- \* It is suggested that CARE Nepal and the projects discuss the role of DAs and Extensionists, and prioritize the project activities accordingly.*

- \* *It is recommended that the Spider Model becomes a part of the general community Organisation support program and staff's daily work. As mentioned before the appropriateness of including this kind of activity in the AIP needs to be discussed.*

#### **4.6. A Minimum Set of Indicators**

The indicators have been discussed with community members, with project staff etc. and refined according to experiences in the field situations. But still they are not 'perfect'. It has been difficult to develop a minimum set of indicators that matches the different types of groups in different projects. For example the CDC or CDCCs may not function exactly as we anticipate, and the general set of indicators for this type of group does not fit to all of the CDC/CDCCs.

In Syangja CDCCs were formed as an umbrella Organisation to coordinate community development activities, and not to implement activities as such. Activities are mainly implemented through UGs and MGs. Therefore, the CDCCs are not very active in fund collection and activity implementation.

Nevertheless, a minimum set of indicators that includes the most relevant characteristics of CBOs, has been developed to guide the preparation of more specific indicators suitable for the kind of group. (It is enclosed as annex D). The minimum set has been slightly revised from the indicators used during the pilot phase. Some of the indicators were similar, and difficult to distinguish during the scoring. Some of the indicators also contain more than one issues in the same indicator, which confuses both facilitators and participants during the scoring. Furthermore, the high number of indicators (20) makes it a long, time consuming and tiring exercise, leaving little time and motivation for analysis and action planning.

- \* *It is suggested to use fewer indicators (16) and to make them more clear and specific. This may reduce confusion and allow time for more discussion, analysis and action planning. If it is decided to use 20 indicators the projects should refine them to avoid using overlapping and unclear indicators.*

The minimum set of indicators for WDG/MG and CDC/CDCC has to be slightly different as well, as some of the indicators for one type of group are less relevant for the other type of group. For example, minuting is less relevant for WDG/MG than for CDC/CDCCs as only few women write.

- \* *It is recommended to use a flexible minimum set of indicators that are relatively general for all types of CBOs (Community Committees, women groups and user groups). This minimum set will guide the projects in preparing sets of indicators that match their particular types of groups. This can for instance be done when translating the indicators into Nepali.*

*Depending on the community Organisation context and the types of groups, the projects should allow community-generated indicators to be included, if particularly relevant. It is not possible to develop group specific indicators, therefore we need to accept that all of the indicators may not always be appropriate with all kinds of groups.*

#### **4.7. Quality of Information**

The projects believe the generated information is reliable and valid as long as a facilitator is relatively familiar with the particular group. It is very difficult for an 'outsider' to verify all of the information given. Triangulation of the information is an imperative for the generation of reliable information. However, the Spider Model and the information on activity and fund status is not always enough to give a complete picture of the group. Often it may be necessary to discuss the results with the groups and search for reasons behind peculiar and inconsistent results. For example why more than 50% of a group's fund lies idle.

- \* *It is strongly recommended to ensure that the facilitators are familiar with the groups monitored, and that they are able to triangulate the information generated during the discussions. Staff should make sure to discuss the results with the groups.*

Collecting additional information about the groups' membership composition, fund status and scale of activity is important to give a fuller picture of the community organization. However, more clarity is needed in how to distinguish different types of activities etc. as well as in why this information is collected

- \* *In addition to the Spider Model scores it is recommended to collect supplementary information about groups' scale of activity, fund status, etc. to establish a community Organisation data base. CARE Nepal and the projects should try to establish clarity about what kind of information to collect and why.*

#### **5.8. Scaling Up?**

Despite the projects intentions to continue the use and institutionalization of the Spider Model in the project cycle, time and scale are problematic issues.

There are, for example, more than 200 hundred groups in Syangja project area (in the nine 'old' VDCs, only), and there are only nine DAs. Each DA is responsible for at least 25 groups. To give each group one full day in a year has not even been possible.

Based on recent evaluations, studies and discussions in the projects and CARE, there is a more pressing need to revisit the community institution building



reliable assessments of the group's capacities with smaller groups like women groups. Those groups tend to talk more freely and honestly.

In larger groups like CDCCs it is more difficult to facilitate a reliable and valid assessment of the group's capacity. Therefore, it may be more appropriate to divide larger groups into smaller groups. For example by separating executive and general members, or even dividing all members in smaller mixed groups. This enables all to participate more, and be more honest in the scoring. In such cases the facilitator might integrate the results either by having the group reach a consensus, or by taking an average. This is a more time consuming process, but also very important for the awareness raising and building of a group's identity.

In the future CARE Nepal may work more with larger CBOs or NGOs. In such cases the Spider Model will need further revision. For example, the participatory scoring by the whole group may not be possible, and the indicators may have to be adapted to the larger organizations' rather different institutional 'set ups'. Other techniques, such as interviews with and scoring by different staff and members etc., may be used. The role of the facilitator will then be to synthesize and present the results based on which the organization can discuss future actions.

- \* *Generally, it is suggested to apply different techniques and strategies with different kinds of groups, to ensure both awareness raising and generation of reliable and valid information.*

Despite weaknesses and limitations outlined above, the Spider Model does provide a powerful tool, both to strengthen community groups' capacities, and to target community Organisation support activities and training more effectively. However, the tool should be continuously adjusted and refined based on the projects' experiences, etc.

- \* *It is recommended that the continuous institutionalization of the Spider Model in CARE Nepal be based on a more thorough discussion. Among other issues the discussion need to touch upon these:*
  - a) *CARE Nepal's community institution building approach and the role of the Spider Model (or in general participatory monitoring).*
  - b) *The role and tasks of field staff, especially in terms of strengthening community groups' capacities.*



## ANNEX A

<b>Core Factor &amp; Indicators</b>	<b>Score Date:</b>	<b>Score Date:</b>	<b>Score Date:</b>
<b>ORGANISATION</b>			
1. Meetings			
2. Decision making			
3. Communication			
4. Role			
<b>Total score</b>			
<b>MANAGEMENT</b>			
1. Minuting			
2. Need identification			
3. Achievements of plans			
4. Conflict resolution			
<b>Total score</b>			
<b>FUND MOBILISATION</b>			
1. Sources			
2. Use of fund			
3. Transperancy of account			
4. Benefits?			
<b>Total score</b>			
<b>LINKAGE/NETWORKING</b>			
1. Coordination with CBO			
2. Coordination with VDC			
3. External resources?			
4. Relation to CARE?			
<b>Total score</b>			
<b>PARTICIPATION</b>			
1. Representation/coverage			
2. Women representation			
3. Members' participation			
4. Women's participation			
<b>Total score</b>			
<b>Added total score</b>			



activity

Compilation sheet spider experience  
level of activity

SN	group name	VDC	ward #	# of activities carried out		# of activities carried out independently		category	No of activities not c
				last 5 years	last year	last 5 years	last year		
1	Ekata WDG	Hathilet	3	3	2	3	3	54	
2	Aarti WDG	Hathilet	4	3	1	1		51	
3	Sayapatni WDG	Hathilet	5	1				50	
4	Jagriti WDG	Hathilet	6		2	1		52	
5	Janajyoti WDG	Hathilet	8	5	2			53	
6	Saraswati WDG	Pipradi	9	7	4			53	
7	Jyoti WDG	Pipradi	6	12	3		2	60	
8	Ram Janaki WDG	Hathisarua	8	4		1		61	
9	Damar WDG	Khayamara	9	13	8	2	5	68	
10	Srijana WDG	Khayamara	2	4	4	1	3	53	
11	Kalpana WDG	Kishan nagar	2	8	1			52	
12	Saraswati WDG	Kishan nagar	3	9	1		1	49	
13	Pratima WDG	Laximiniya	2	12	4			60	
14	Tulsi WDG	Laximiniya	7	8	2			52	
15	Namuna WDG	Laximiniya	5	13	5	1		52	
21	total			102	39	10	14		
22									

funds

Compilation sheet spider experience									
fund situation									
group name	VDC	ward #	fund collected	number of members	fund per member	fund used			
						loans to members	invested in activities	other	not used
Ekata WDG	Hathilet	3	10963	21	522	2200	4500		4263
Aarti WDG	Hathilet	4	9700	13	746	9000	700		0
Sayapatri WDG	Hathilet	5	2960	24	123	2800	.		160
Jagriti WDG	Hathilet	6	4260	24	178	860	1700		1700
Janajyoti WDG	Hathilet	8	6300	31	203	1700	2300		2300
Saraswati WDG	Pipradi	9	9000	16	563		9000		0
Jyoti WDG	Pipradi	6	8000	22	364	5000	5000		-2000
Ram Janaki WDG	Hathisarua	8	42980	19	2262	25000	12980		5000
Damar WDG	Khayarmara	9	87025.5	15	5802	16500	56659.5		13866
Srijana WDG	Khayarmara	2	13245	13	1019	4000	7245		2000
Kalpana WDG	Kishan nagar	2	23381	9	2598	5140	6872	4016	7353
Saraswati WDG	Kishan nagar	3	5948	9	661	4182	303		1463
Pratima WDG	Laximiniya	2	17731	14	1267	4250	13055		426
Tulsi WDG	Laximiniya	7	17758	12	1480	13490	3800		468
Namuna WDG	Laxminiya	5	22315	16	1395	3725	17100		1490
	total	###	281567	258	19181	97847	141215	4016	38489
	percentages	###				35%	50%	1%	14%

spider score

Compilation sheet spider experience									
scores in spider model									
score in spider model									
SN	group name	VDC	ward #	organisation	management	fund mobilization	linkages	participation	total
2	Aarti WDG	Hathilet	4	11	11	9	9	11	51
3	Sayapatri WDG	Hathilet	5	10	11	10	9	10	50
4	Jagrnti WDG	Hathilet	6	11	11	9	9	12	52
5	Janayoti WDG	Hathilet	8	11	12	10	9	11	53
6	Saraswati WDG	Pipradi	9	12	9	13	6	13	53
7	Jyoti WDG	Pipradi	6	15	10	14	9	12	60
8	Ram Janaki WDG	Hathisarawa	8	14	13	12	12	10	61
9	Damar WDG	Khayarmara	9	12	14	14	14	10	64
10	Srijana WDG	Khayarmara	2	12	10	11	12	8	53
11	Kalpana WDG	Kishan nagar	2	11	10	12	7	12	52
12	Saraswati WDG	Kishan nagar	3	10	11	9	9	10	49
13	Pratima WDG	Laximiniya	2	13	15	12	9	11	60
14	Tulsi WDG	Laximiniya	7	10	13	10	8	11	52
15	Namuna WDG	Laxminiya	5	9	10	9	11	13	52
##		total	##	172	173	165	141	165	816

compilation

Compilation sheet spider experience									
SN	group name	VDC	ward #	number of members	level of activity	fund status		score in spider model	
						funds collected	funds used		
1	Ekata WDG	Hathilet	3	21	A	10963	6700	54	
2	Aarti WDG	Hathilet	4	13	B	9700	9700	51	
3	Sayapatri WDG	Hathilet	5	24	C	2960	2800	50	
4	Jagriti WDG	Hathilet	6	24	B	4260	2560	52	
5	Janajyoti WDG	Hathilet	8	31	C	6300	4000	53	
6	Saraswati WDG	Pipradi	9	16	C	9000	9000	53	
7	Jyoti WDG	Pipradi	6	22	A	8000	10000	60	
8	Ram Janaki WDG	Hathisaruwa	8	19	B	42980	37980	61	
9	Damar WDG	Khayarmara	9	15	A	87025.5	73159.5	64	
10	Srijana WDG	Khayarmara	2	13	A	13245	11245	53	
11	Kalpana WDG	Kishan nagar	2	9	C	23381	16028	52	
12	Saraswati WDG	Kishan nagar	3	9	B	5948	4485	49	
13	Pratima WDG	Laximiniya	2	14	C	17731	17305	60	
14	Tulsi WDG	Laximiniya	7	12	C	17758	17290	52	
15	Namuna WDG	Laximiniya	5	16	B	22315	20825	52	
##		total	###	258		281566.5	243077.5	816	



activity

Compilation sheet spider experience  
level of activity

SN	group name	VDC	ward #	# of activities carried out		# of activities carried out independently		category
				last 5 years	last year	last 5 years	last year	
1	Belgachhi CDC	Belgachhi		2	2	2	1	
2	Phulbaria CDC	Pipradhi	9	9	4			
3	Leun CDC	Pipradhi	6	14	4	4	4	
4	Kishan nagar CDC	Kishan nagar		2		1	1	
5	Mushari CDC	Laximiniya	1	11	5			
6	Kantibazar CDC	Laximiniya	7	4		1		
10	total			42	15	8	6	

funds

Compilation sheet spider experience									
fund situation									
VDC	ward #	fund collected	number of members	fund per member	fund used				remarks
					loans to members	invested in activities	other	not used	
Belgachhi	0	36763	11	3342		14873		21890	
Pipradhi	9	3000	10	300		3000		0	
Pipradhi	6	16000	11	1455		10000		6000	
Kishan nagar	0	28431	9	3159	6241	9422	5885	6883	IGA buck raising
Laximiniya	1	29550	7	4221	750	3500		25300	
Laximiniya	7	22000	7	3143	7200	4800		10000	
	0	135744	55	15620	14191	45595	5885	70073	
	0				10%	34%	4%	52%	

spider score

Compilation sheet spider experience										
scores in spider model										
score in spider model										
SN	group name	VDC	ward #	organisation	management	fund mobilization	linkages	participation	total	remarks
1	Belgachhi CDC	Belgachhi	0	9	12	10	11	10	52	
2	Phulbaria CDC	Pipradhi	9	10	12	13	7	12	54	
3	Leuri CDC	Pipradhi	6	12	13	13	8	12	58	
4	Kishan nagar CDC	Kishan nagar	0	10	7	9	7	5	38	
5	Mushari CDC	Laximiniya	1	14	14	11	9	11	59	
6	Kantibazar CDC	Laximiniya	7	13	12	11	5	7	48	

Compilation sheet spider experience								
SN	group name	VDC	ward #	number of members	level of activity	fund status		score in spider model
						funds collected	funds used	
1	Belgachhi CDC	Belgachhi	0	11	A	36763	14873	52
2	Phulbaria CDC	Pipradhi	9	10	C	3000	3000	54
3	Leun CDC	Pipradhi	6	11	A	16000	10000	58
4	Kishan nagar CDC	Kishan nagar	0	9	B	28431	21548	38
5	Mushari CDC	Laximiniya	1	7	C	29550	4250	59
6	Kantibazar CDC	Laximiniya	7	7	B	22000	12000	48
25	total		0	0	55	0	135744	65671

## Annex C

### ***Mahottari Action Plan***

Based on the results of the monitoring with the Spider Model, the Mahottari project has decided the following action plan:

1. To conduct the participatory monitoring with the Spider Model with at least 25% of all groups and partner NGOs within FY98. The best time for the CBOs is November. The RDO, PM and other sector heads will take leading role and give site staff necessary support during field work.
2. Discuss the indicators and refine them to match the CBOs of Mahottari better, and to allow enough time to facilitate the processes better.
3. Refine the existing community Organisation database, based on which staff have access to all information about the community organizations. The data base will also provide the project useful information for planning and designing training support activities etc.
4. Simplify the formats as per need of information and already existing formats.
5. Plan to coach active and interested women to enhance their Nepali writing skills.
6. Review the training manual of CBOs and focus the content on need identification, planning, management and monitoring and build participants knowledge and skills through practical training.
7. Support groups to increase their income by IGA or other programs.
8. Support groups to establish linkages with district line agencies, INGOs etc where possible.



funds

Compilation sheet spider experience										
fund situation										
group name	VDC	ward #	fund collected	number of members	fund per member	fund used				remarks
						loans to members	invested in activities	other	not used	
Kothi CDCC	Bangsing Deurali	7	1631	43	38	1500	0	0	131	
Deurali CDCC	Bangsing Deurali	9	0	63	0	0	0	0	0	to be collected
Daha Thulakhet C	Bangsing Deurali	4	2840	33	86	2840	0	0	0	
Narikot Dahmarare	Bangsing Deurali	5	2572.15	44	58	2572.15	0	0	0	
Rimal Swara CDC	Bangsing Deurali	6	6619.35	39	170	2592	0	3600	427.35	Bank 3600
Sepat CDCC	Bangsing Deurali	2	22500	95	237	0	20000	0	2500	For DAG IGA
Bharsyang CDCC	Bangsing Deurali	1	5000	23	217	5000	0	0	0	
Lapsibot CDCC	Bangsing Deurali	1	300	64	5	300	0	0	0	
Kamere CDCC	Bangsing Deurali	3	1150	64	18	0	0	0	1150	

activity

Compilation sheet spider experience  
**level of activity**

VDC	ward #	# of activities carried out		# of activities carried out independently		total score	description of activities
		last 5 years	last year	last 5 years	last year		
Bangsing Deurali	7	7	0	1	0	B	DWS from VDC incomplete
Bangsing Deurali	9	8	3	0	0	C	One Kuwa thru' CDCC not completed
Bangsing Deurali	4	7	5	0	0	C	
Bangsing Deurali	5	4	1	1	0	B	One foot trail independently
Bangsing Deurali	6	6	3	1	0	B	Seed prod independently
Bangsing Deurali	2	1	1	0	0	C	One activity Foot Trail incomplete
Bangsing Deurali	1	6	1	2	1	A	
Bangsing Deurali	1	4	2	1	0	B	DWS from VDC incomplete
Bangsing Deurali	3	5	1	1	0	B	Bridge from VDC independently



spider score

Compilation sheet spider experience							
scores in spider model							
score in spider model							
VDC	ward #	organisation	management	fund mobilization	linkages	participation	total
Bangsing Deurali	7	11	12	7	9	12	51
Bangsing Deurali	9	10	11	6	7	10	44
Bangsing Deurali	4	12	10	7	6	10	45
Bangsing Deurali	5	9	9	9	7	7	41
Bangsing Deurali	6	14	16	11	9	14	64
Bangsing Deurali	2	12	11	8	7	8	46
Bangsing Deurali	1	10	12	11	11	14	58
Bangsing Deurali	1	12	12	9	11	13	57
Bangsing Deurali	3	8	10	8	7	11	44

compilation

Compilation sheet spider experience									
					fund status				
group name	VDC	ward #	number of member	level of activity	funds collected	funds used	score in spider model	project's own assessment	
Kothi CDCC	Bangsing Deurali	7	43	B	1631	1500	51	Active group	
Deurali CDCC	Bangsing Deurali	9	63	C	0	0	44	Inactive group, score consistent	
Daha Thulakhet C	Bangsing Deurali	4	33	C	2840	2840	45	Moderately Active Group	
Narikot Dahmarare	Bangsing Deurali	5	44	B	2572.15	2572.2	41		
Rimal Swara CDC	Bangsing Deurali	6	39	B	6619.35	6192	64	Very active group	
Sepat CDCC	Bangsing Deurali	2	95	C	22500	20000	46	Inactive	
Bharsyang CDCC	Bangsing Deurali	1	23	A	5000	5000	58	Active group	
Lapsibot CDCC	Bangsing Deurali	1	64	B	300	300	57	Moderately Active Group	
Kamere CDCC	Bangsing Deurali	3	64	B	1150	0	44	Moderately Active Group	

## Annex E

### *Syangja Action Plan*

Based on the monitoring Syangja has decided the following action to be taken:

1. Train all staff in using the Spider Model (after plantation and TOT).
2. Explore possibility of including the Spider Web concept in the functional text books and CEC. Discuss with central office.
3. Identify the groups to undertake monitoring with, and for the CBO support program (grant support).
4. Study possibilities to link Spider Model to the training curricula. Discuss with central office.
5. Include Spider Model as an activity in the project program and AIP for FY 98.
6. Prepare/refine database.



***The Groups' Fund Status***

The table below shows the relative utilization of the groups' funds

Fund	Mahottari		Syangja
	15 WDG	6 CDC	9 CDCC
Total	281,576,	136,344	22,612
Loan	34 %	10%	65%
Invested	50%	34%	0%
Other	1%	4 %	16%
Not used	15%	52%	19%



### **Suggested Minimum Set of Indicators**

The following core factors and indicators for Women Development Groups (WDG)/Mother Groups (MG) and for Community Development Conservation Committees (CDCC)/Community Development Committees (CDC) have been prepared based on various discussions with project staff and project participants in Syangja and Mahottari as well as on experiences with indicators during field tests of the Spider Model.

The indicators should be perceived as minimum set to be used for monitoring. The indicators are, however, flexible and adjustable to the local group contexts, as the groups roles and activities varies in the different CARE projects. Using indicators for (participatory) ranking implies a lot of facilitation, exemplification, triangulation and discussion.

The meaning of the narrated indicators and stages for scoring may not be directly translatable into Nepali, and should be translated to a for community members understandable language. If the immediate meaning of the indicators and stages is lost in the translation you can supplement with explanation of the meaning, for example by giving examples.

When ranking the score of the group's capacity, do not perceive the narrated stages too rigid, as the appropriate stage should only be comparable. For example, in case of meeting regularity of the group: if the group meets irregular, and when necessary only, but is at the same time very active in activity implementation, the group may score stage 3 or 4.

If some of the indicators does not match the particular group's situation, or the group suggests other indicators, you may consider revising the indicators, and/or add new ones.

The following matrixes with indicators have been supplemented with guiding comments when relevant.

Bear in mind that the suggested set of indicators has been cut down from four to three indicators per core factors. This is to simplify and shorten the monitoring process. This will, however, effect the scoring: the lowest score for a core factor will be four and the highest 12, e.i. instead of 16. The total lowest score will be 20 as before, but the highest will be 60 instead of 80.

## INDICATORS FOR WOMEN GROUPS (WDG, MG, WG)

PAGE 1

<b>A: Organisation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>1. When does the group meet?</b>	Only one meeting or less during the last 12 months	Less than 4 meetings a year, often arranged by project or others	At least 6 meeting a year	Regular monthly meetings (with no more than one or two exceptions)
<b>2. How does the group take decisions?</b>	No decisions are made	Decisions are made - mainly be one or two members. (Often male advisors are involved)	Decisions are made by few members, but supported by majority of members. (Male advisors may be involved)	Decisions are made by all members, independently, based on consensus. All members have been heard during discussions
<b>3. What is the role of the group?</b>	Members do not know the role of the group	Only one or two members have an idea about the role of the group as promoted by CARE	Majority of members are clear about the role of the group as promoted by CARE	All members know what the role of the group is (own idea)

A1: In groups where there is no distinction between executive committee and general members, "members" is understood as all members. In groups with an executive committee and general members, "members" is understood as both executive and general members unless something else is mentioned.

A1: Many groups meet when necessary, which is good, if the group otherwise is active.

A2: Decision making especially refers to how the group prioritizes and plan activities in the community, and to how many households/members actually participate in major decision makings.

A3: Role refers to the groups own perception of the group's role and function rather than what CARE has promoted the group's role and function to be.



<b>B: Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>1. Are activities implemented and maintained?</b>	No implementation of activities	Implementation and maintainance of planned activities is weak, and often delayed or not completed	Implementation is almost always completed, but maintenance and management may be weak and rigid	Implementation of activities always done as per plans. Maintenance and management of activities is good
<b>2. How does the group communicate to/with (general) members?</b>	There is no communication between members. No messages is conveyed from chairpeson/executive committee to (general) members	Irregular, verbal communication to (general) members. More than 50% of members are not informed about the (executive) group's meetings, decisions, work, etc.	Regular, verbal communication to members (when something new). More than 50% of members are informed about the group's meetings, decisions, work, etc	Good interaction between leaders/executive and (general) members. All members are informed about the group activities
<b>3. How does the group solve conflicts?</b>	If conflict arises, conflict resolution does not take place	Mainly outsiders (project/advisors) take initiative to solve conflicts	The group leaders try to solve conflicts - major conflicts are solved with consensus of majority	Conflicts are always solved by the group with consensus of all mambers or involved parties

B1: Implemenation of activities refers to how well the group work, manage and monitor their activities, and how motivated they are as a group.

B2: Communication refers to both the 'formal' communication system between leaders/executive committee and the (general) members, and to the informal team situation of the group.

B3: This is usually a difficult issue, so before asking this question try to find out if the group has had any conflicts. Conflicts could relate to activities never completed, fund never used or other inactiveness, reformation of group , change of leader, or the like. Often it will show durng discussion, and this question can be asked at the end of the session.

<b>C:Linkage/Networking</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>1. How is the relation to the VDC, line agencies and other NGOs/CBOs ?</b>	No coordination with VDC, line agencies, NGOs/CBOs takes place	Sometimes the group discuss with other CBOs/NGOs of the area, or VDC, but no actual coordination takes place	The group sometimes conduct joint meetings with CBOs/NGOs, or invite VDC to their meetings, to coordinate their activities	The group always coordinate their activities with other CBOs/NGOS and VDC
<b>2. Does the group tap external resources from he VDC, line agencies or NGOs?</b>	No access to external resources	The group has occasionally access to non-financial support (training, technical advise, etc) from VDC, NGO's or other agencies. limited financial support, often depending on project.	At least once or twice the group has obtained both financial and non-financial support from VDC, NGO or other agencies	The group has regular support form VDC, NGO or other agencies
<b>3. How is the relation to the project ? (in terms of independence of group)</b>	The group undertake no activities	Planning and implementation of activities rely on outside support in all aspects	The group has undertaken at least one activity independently with use of own funds	At least 50% of activities are carried out by the group independently from the project

C1: This refers to any linkage, formal/informal the group might have to VDC or other agencies; for example if the group invite VDC to their meetings, or visit VDC to inquire about funding opportunities etc.

C2: If the group has taken proposal training from project, and with help from project successfully approached VDC or other agency, the group would score at least 3

C3: Focus on the level of support/facilitation given to the group, both related to financial/material support and daily facilitation.

<b>D:Fund Mobilisation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>1. How are funds collected?</b>	No funds collected during the last year	Fund is collected mainly from project for subsidized activities	The group collect all possible fund from project (for subsidized activities) Limited und is collected through savings, selling seedlings etc.	The group collect funds from project regularly, and from other sources (savings, selling seedlings, from VDC, line agencies etc.)
<b>2. How are funds used?</b>	Not used	Funds are used as a contribution in project subsidized activities	Mainly used for loans and as contribution in project subsidized activities	Funds are used for development activities (includ. project subsidized activities), for, revolving fund,etc.
<b>3. Is the recording system transparent?</b>	No recording system is kept	The recording is not up-to-date. Few members know the fund status	The recording is good - the status of fund is known by some members (appr. 50%)	The records are regularly up-dated and open to all members. All members know the status of the fund

D1,D2: Subsidized activities are project supported activities where the group receive subsidy. If the group only collect fund as demanded by project for the subsidized activities, the group can not be considered very strong in fund mobilization.

D3: In many groups majority of members may not be aware of, or remember, the status of the accounts, however, if the group has a system of keeping members informed of the records, it is good.

<b>E: Participation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>1. How active do members participate in group activities? (decision making, planning, implementation)</b>	Members (executive and general) are generally inactive (no group activities)	Majority of members are inactive in both decision making, planning and implementation	Few members active in planning, fund mobilisation etc. Majority of members participate in activity implementation	Majority of members are active in decision making, planning and implementation of activities
<b>2. How is the community represented in the group?</b>	<u>Mahottari</u> : less than 10 % of households represented, <u>Syangja</u> : group formed by one caste from one cluster	<u>Mahottari</u> : more than 10 % but less than half of households represented; <u>Syangja</u> : not all clusters or castes represented	<u>Mahottari</u> : more than half, but less than 90 % of households represented; <u>Syangja</u> : all clusters, but not all castes represented	<u>Mahottari</u> : more than 90 % of households represented; <u>Syangja</u> : all clusters and all castes represented
<b>3. Does the group feel ownership of its activities?</b>	No one cares about the group or group activities	Weak sense of ownership. Activities are perceived as CARE's activities	Activities are seen as their own, but participation is relatively low	Activities are seen as their own. Participation is high of all members, and follow up on activities is good

E1: In groups with an executive committee or leaders it is important to find out the other (general) members level of contribution and activity.

E2: Since groups of different projects tend to be formed with different purposes and cover different areas from cluster to ward to VDC level, it is difficult to talk about representation. In Mahottari groups are more homogeneous than in Syangja, but cover smaller areas (most groups are cluster level), therefore, the indicator has distinguished between the two projects. It may still be difficult to apply this indicator, but try you best. If the group is cluster based, the household percentage should be calculated in relation to the cluster.

E3: Most important is to find out whether the group consider it a 'CARE-group' or their own community group.

## INDICATORS FOR COMMUNITY DEVELOPMENT COMMITTEES (CDCC, CDC)

PAGE 1

<b>A:Organisation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>1. When does the group meet?</b>	Only one meeting during the last 12 months	A few meetings a year, often arranged by project or others	At least 6 meetings a year	Regular monthly meetings (with only one or two exceptions)
<b>2. Is minuting done and used?</b>	No minuting	Decision making takes place, but minuting is minimal. Often signatures only	Regular minuting, but only main decisions. No action plans are written down for follow up	Regular minuting of decisions and action plans. Minutes are always reviewed in meetings for follow up
<b>3. What is the role of the group?</b>	Members do not know the role of the group	Only few members from executive committee have an idea about the role of the group (mainly as promoted by CARE)	Majority of members in executive committee are clear about the role of the group (mainly as promoted by CARE)	Majority or all (includ. general) members know what the role of the group is (have their own idea)

A1: In groups where there is no distinction between executive committee and general members, "members" is understood as all members. In groups with an executive committee and general members, "members" is understood as both executive and general members unless something else is mentioned.

A1: See comments given to indicators for Women Groups.

A2: Minuting may not be very important for community groups, however, it can still be an indicator of how organised the group is, or how much they benefit from training, but bear in mind that the group can still be strong and active despite lack of proper minuting.

A3: When discussing the role of the group focus should be on the groups own perception of the objective and function of the group, rather than what CARE has promoted the group' role and function to be.

<b>B: Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>1. Are activities implemented and maintained?</b>	No implementation of activities	Implementation and maintainance of planned activities is weak, and often delayed or not completed	Implementation is almost always completed, but maintenance and management of activities tend to be weak and rigid	Implementation of activities always done as per plans. Maintenance and management of activities is good. The group monitors the status of the activity regularly
<b>2. How does the group take decisions?</b>	No decisions are made	Decisions are made - mainly be one or two members of executive committee	Decisions are made by few members of executive committee, but supported by majority of executive members. General members are only consulted for bigger decisions	Decisions are made based on consensus of all executvie members. General members are often heard/involved in mass meetings
<b>3. How does the group solve conflicts?</b>	If conflict arise, conflict resolution does not take place	Mainly outsiders (project/advisors) take initiative to solve conflicts	The group leaders try to solve conflicts - major conflicts are solved with consensus of majority	Conflicts are always solved by the group with consensus of all members or involved parties

B1,B2, B3: See comments given to indicators for Women Groups

<b>C:Linkage/Networking</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>1. How does the group coordinate their activities with other community groups?</b>	No coordination takes place	Sometimes the group discuss with other groups, but no actual coordination takes place	The group sometimes conduct joint meetings with other groups to coordinate activities	The group always coordinate their activities with other groups by meeting and planning together
<b>2. Does the group tap external resources from the VDC, line agencies or NGOs?</b>	No access to external resources	The group has occasionally access to non-financial support (training, technical advise, etc) from VDC, NGO's or other agencies, but only limited financial support. It often depends on the project	At least once or twice the group has obtained both financial and non-financial support from VDC, NGO or other agencies	The group has regular support form VDC, NGO or other agencies
<b>3. How is the relation with the project ? (in terms of the group's independence )</b>	The group undertakes no activities	Planning and implementation of activities rely on outside support in all aspects	The group has undertaken at least one activity independently with use of own funds	At least 50% of activities are carried out by the group independently from project or others

C1: In Syangja and Mahottari the CDCC/CDCs has been formed to represent the community and coordinate among different community groups. In Mahottari some CDCs are formed at cluster/ward level and it does not make so much sense to talk about coordination. Even though, coordination of activities with other local groups is always good.

C2,C3: See comments given to indicator for Women Groups.

<b>D:Fund Mobilisation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>1. How are funds collected?</b>	No funds collected during the last year	Fund is collected mainly from project (for subsidized activities)	The group collects all available fund from project (for subsidized activities) Limited fund is collected through savings, selling seedlings etc.	The group collects funds from project regularly, and from other sources (savings, selling seedlings, from VDC, line agencies etc.)
<b>2. How are funds used?</b>	Not used	Funds are mainly used as a contribution in project subsidized activities	Mainly used for loans and as contribution in project subsidized activities	Funds are used development activities (includ. project subsidized activities), for revolving fund, etc.
<b>3. Is the recording system transparent?</b>	No recording system is kept	The recording is not up-to-date. Few members know the fund status	The recording is good - the status of fund is known by all executive members , but only by appr. 50% of general members	The records are regularly up-dated and open to all members. All members know the status of the fund

D1, D2,D3: See comments given to indicators for Women Groups.



<b>E: Participation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>1. How active does the general members participate in group activities? (decision making, planning, implementation...)</b>	General members are generally inactive	Majority of general members are inactive in both decision making, planning and implementation	Only general members are active in decision making and planning, Majority of general members participate in activity implementation	Majority of general members are active in decision making, planning and implementation of activities
<b>2. Are women represented in the group?</b>	Women are not represented. Or only represented as per project demand, but inactive	Women are represented, but only active in activity implementation	One or two women members are relatively active in planning and implementation	At least 40% of members are women. They are both active in decision making and implementation
<b>3. How are the community represented in the group?</b>	<u>Mahottari</u> : less than 10 % of households represented; <u>Syangja</u> : group formed by one caste from one cluster	<u>Mahottari</u> more than 10 % but less than half of households represented; <u>Syangja</u> . not all clusters or castes represented	<u>Mahottari</u> : more than half, but less than 90 % of households represented; <u>Syangja</u> : all clusters , but not all castes represented	<u>Mahottari</u> : more than 90 % of households represented; <u>Syangja</u> : all clusters and all castes represented

E1,E2,E3. See comments given indicators for Women Groups.





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