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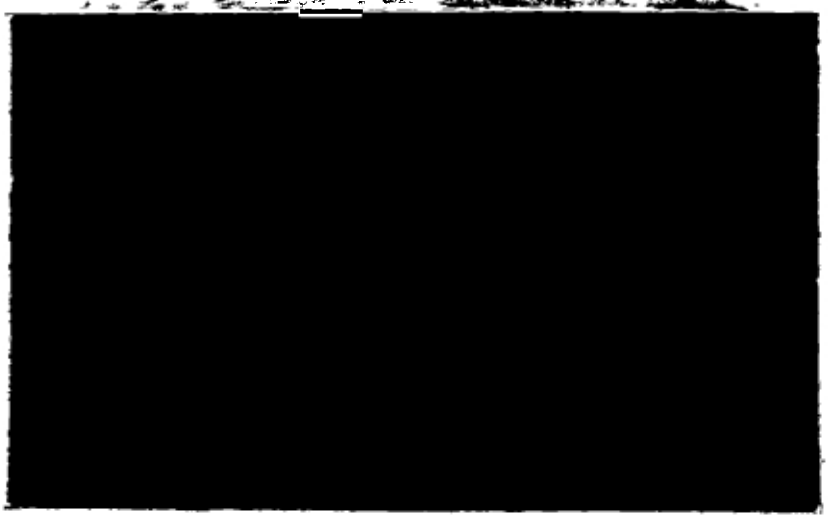

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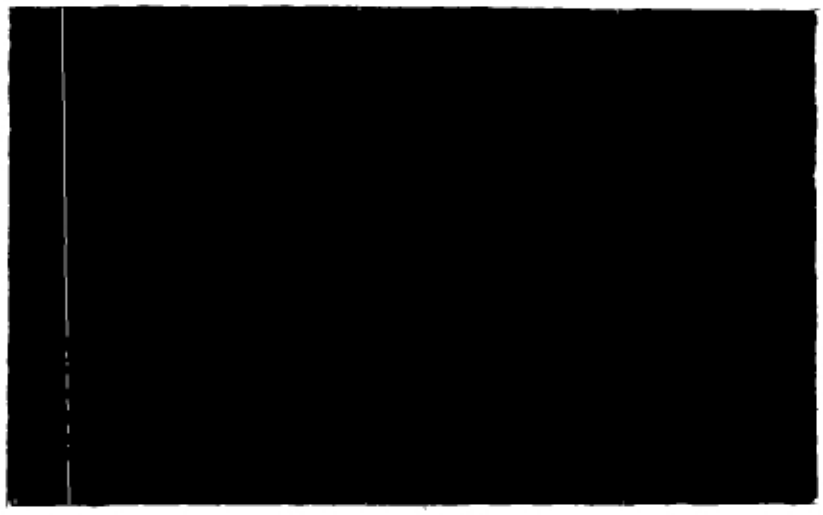

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Participatory Monitoring of Community Groups' Capacities

Testing of the Spider Model with Community Development Conservation Committees in UAKWMP, Syangja

Submitted by:
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December 1996

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Abbreviations

ARDO	Assistant Rural Development Officer
CDC	Community Development Committee
CDCC	Community development conservation committee
BTRT	Begnas Tal Rupa Tal project
DA	Development Assistant
EDO	Evaluation and Documentation Officer
FUG	Forest User Groups
MG	Mother group
SSI	Semi-structured Interview
STO	Senior Training Officers
VDC	Village Development Committee
WG	Women Groups
WM	Women Motivator
UAKWMP	Upper Andhi Khola Watershed Management Project
UG	User groups
VDC	Village Development Committee

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1 Introduction

CARE International in Nepal is at present implementing integrated rural development projects in Nepal focusing on natural resource management, infrastructure, health and community institution building. The projects are based on the principle that people themselves are responsible for identifying, implementing and managing their own development activities. Therefore, community involvement in all phases of project implementation is a core element of the project's implementation strategy.

The empowerment of the people to take charge of their own development activities is realized through mobilizing and organizing the communities in various kinds of community groups with different roles and responsibilities such as user groups (UG), mother groups (MG) and the community development committees (CDC)[1]. Training and facilitation are means to strengthen the groups.

However, once groups are formed monitoring and evaluation of the results of this approach is becomes important. Central issues are: How can we monitor the capacities and level of self-reliance of community groups? How can we identify how CARE's projects best can support the groups? How do we monitor the processes going on in community organizations and how can we document it?

The Spider Model has been introduced as a tool for monitoring community groups' capacities with the aim of facilitating self-awareness and action planning[2]. The Spider Model originates from a integrated rural development project in Thailand, but has been refined to match the context of CARE Nepal's projects. The model has been tested in the Upper Andhi Khola Watershed Management Project since April 1996. The method has also been used in a evaluation of the community organization in Begnas Tal Rupa Tal Project, Phokara, in October 1996. This report describes what the Spider Model is, how it has been applied and some of the critical issues related to using the tool as well as the next steps in piloting the tool in CARE.

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1 In Syangja the same kind of group is called Community Development Conservation Committee (CDCC). This term, CDCC, will be used for the CDCs of UAKWMP, whereas CDC is used in most of CARE's other projects.

2 The method has been developed in a community based integrated rural development project in Thailand from 1988. See Knangkrai Chantrasem and Gerd Addicks, *Community-based integrated rural development project, Chakkarat district.*

2 *The Current Monitoring and Evaluation of Community Organizations.*

At the moment we undertake yearly monitoring and evaluation of community organizations by calculating numbers of groups, composition of groups and funds. This, however, does not say much about the quality of the community groups and their capacities. Community organization impact assessment formats was used to collect information about the status of the community groups, but the information was not analyzed and used eficiently in the projects. Consequently, it was decided not to use the formats last year (1996). Currently, the quality and capacity of the community organizations is only brought up and discussed during self-evaluations, project evaluations and community organizations studies (in BTRT and Syangja) and to some extent during staff meetings. But this information is to large extent based on staffs' subjective impressions. We do not have a formalized and structured way of assessing the quality og the community organizations. The spider model can, therefore, fill a gap as a tool for monitoring the community organizations.

3 *What is the Spider Model?*

The Spider Model is a method for monitoring community groups' capacities according to characteristics which are considered essential for the self-reliance and sustainability of the group. The characteristic can vary depending on the role and responsibility of the group and what is considered important capacities of a group. The monitoring is carried out by ranking the group's capacities according to the identified characteristics. The characteristics are spelled out in core factors and indicators.

The core factors identified in the project in Thailand were: leadership, management, organization, resource mobilization and benefit. However, the indicators has been slightly revised to match the community organization approach of CARE. For example the core factor "benefit" has been excluded as it was difficult to directly relate benefits or attribute benefits to the work of the CDCs, as the intended repsonsibilities of the CDCs are coordination and planning. The core factor participation and representation has been included instead. Based on CARE's draft Community Institution Building paper (CIB) which includes key indicators, and the tests of the tool in Syangja, including consultations with groups about the factors and indicators, and also its use in the community evaluation in BTRT, the following core factors and indicators have been developed for the Community Development Committees[3]:

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3 The set of factors and indicators used during the test with CDCCs in Syangja and the sets prepared for the Mother Groups/Women Groups (MG/WG) and Forest User Groups (FUG) are enclosed as annex. In the next section the process of revising and developing the indicators will be described.

Management, Organization, Fund Mobilization, Linkages and Participation/Representation. For each of these factors there four indicators have been identified.

Organization	• How often does the CDC have meetings? • How does the CDC take decisions? • How does the CDC communicate to general members? • What is the role of the CDC?
Management:	• Is minuting done and used? • How does the CDC identify needs and make priorities? • To what extent does the CDC achieve its plans? • How does the CDC resolve conflicts?
Fund mobilization	• From what sources are funds collected? • How is the fund used? • Is accounting and financial recording transparent? • Do members benefit from group activities?
Linkage	• Does the CDC coordinate with MG/WDG/UGs in the area? • How are the relationships to other CDCs, the VDC and lineagencies? • Has the CDC succeeded in tapping external resources (excluding CARE project)? • How is the relation with the CARE project?
Participation/Representation	• How are clusters and caste/ethnic groups represented in the CDC? • Are women represented in the CDC? • What is the level of general members' participation in planning and implementation of activities? • How actively do women participate in planning and implementation of community activities?

Each of the indicators are given points ranging from one to four, one being low capacity and four being high capacity To facilitate ranking, each point is described in narrative form which makes the ranking of the groups' capacity more specific, objective and easier to comprehend. The indicators and points for the core factor "organization" are shown in the matrix below.

Organization	1	2	3	4
Does the executive committee of the CDC meet regularly?	No, almost never	Irregular meetings	Regular meetings with low participation of members (< 50%)	Regular meetings with high participation of members (> 50%)
How does the CDC 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 with consensus of all members
How does the CDC communicate to general members?	No messages conveyed to members. No contact between the CDC 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 the CDC and general members. All are informed about the CDC's work.
What is the role of the CDC?	No perception of role of the CDC	Few members have unclear idea about the role of CDC (as explained in training)	Majority of members have vague idea of the role of the CDC (as explained in training)	Majority of all members have clear perception (or their own) of the role of the CDC in their community

Based on a similar matrix for each of the five core factors the groups' capacities can be ranked according to the indicators of each core factor. The points for each core factor can be added up, the highest score for each factor is 16 and the lowest four. Below is an example of the total score of a group's capacities within the core factors. The overall score of a group's capacities can also be added up. Therefore the absolute lowest score of a group would be 20 and the highest 80.

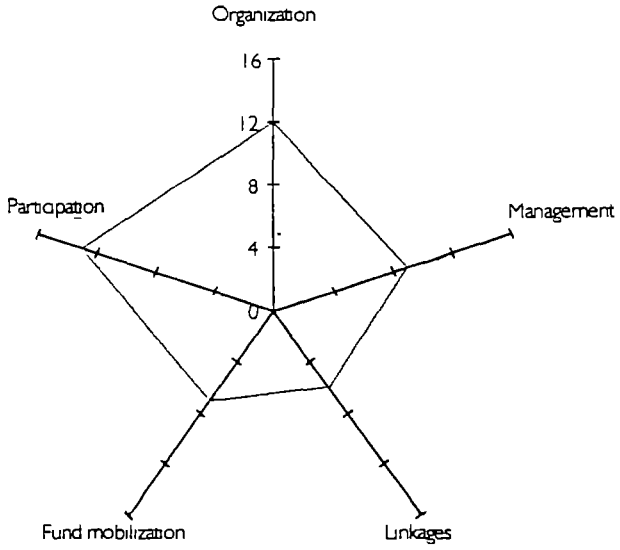
Factor	Score
Organization	12
Management	9
Linkage	6
Fund Mobilization	7
Participation/ Representation	13
Total	47

We find that the group is strongest in participation/representation and organization and weaker in fund mobilization, linkage and average in management. As shown below the points can be transformed into a spider web figure. This is easily done by hand on newsprint. This picture gives in one glimpse a complete picture of a certain group's capacities according to a set of indicators.

The visualization of a group's performance can facilitate the participants understanding and discussion of the group's situation, the strengths and weaknesses and areas that needs improvement, etc., but the visual used has to be meaningful to the participants.

How meaningful the spider web figure is for the participants is an issue that needs further consideration.

The result of the ranking can also facilitate the identification of the particular groups' needs for training or other assistance. Similarly, regular (for instance yearly) monitoring of the same groups' performance can enable the project and groups to capture the qualitative changes in the groups' capacities over time.



The following sections outlines how the tool has been revised and used in the field

4 Revision and Testing of the Spider Model

The tool has been tested twice in Syangja. The first test was a preliminary test of the tool focusing on the appropriateness of the factors and indicators and the

data collection and analysis techniques. This was done in Syangja with the CDCCs of Bange Fadke Village Development Committee (VDC) in May 1996 [4].

Based on discussion with project staff the core factors and indicators were slightly refined to match the community organization concept of the project (the matrix of the indicators used is enclosed as annex A) Semistructured interviews (SSI) (attached as annex B) with groups of individual and executive CDCC members and general members of different genders, caste/ethic groups and clusters, the groups' capacities were done to rank (given points) the group's capacities by the team. The first test focussed on assessing the appropriateness of the indicators and tool as such, and the ranking was not done by the group itself. However, in a similar way the groups themselves can rank their performance. Based on the initial experience with tool the project decided to test the participatory potential of the tool This was done with three CDCCs of Bhat Khola VDC in August 1996[5].

The indicators were again revised by project staff. In the first test each core factor had three indicators and the ranking was done for each indicator with points from one to five However, to give a more detailed and richer picture of the CDCC's capacities it was decided to use four indicators for each core factor Also, instead of using five points on the scale for ranking this was reduced to

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4 A brief paper has been prepared on the first test of the spider model: *The experiences with the Spider Model in UAMWMP, May 1996*

5 Enclosed as annexes are the ranking results, the spider web figures, the indicators and the semi-structured interview guide used.

four points. With five points the distinctions of stages became too subtle whereas with three points the stages would become to simplistic, therefore four points has been decided, and using four points reduces the tendency of participants to choose average point three. The matrix was translated into Nepali and written on newsprints. Initially, it was presented to the participants and then used for the ranking exercise. A semi-structured interview guide was used to facilitate the groups' rankings.

The participatory monitoring was undertaken in three wards in Bhat Khola VDC in UAKWMP area (# 3, 7 and 9). These wards were selected because the CDCCs were expected to show different capacities, and the wards represent different compositions of caste/ethic groups.

The following section describes the process of participatory ranking as it was done in Syangja.

5 The Participatory Monitoring Process

The participatory monitoring was carried out through the following steps. The critical issues experienced during the process and the results will be discussed in a later sections.

1 **Introduction of the concept of participatory monitoring with the spider model to the participants by the facilitators.**

2 **Identification of indicators of strong community groups by participants.**

- The indicators were written on a black board and discussed.
- When the participants found it difficult ideas were provided by facilitators to help formulating indicators.

3 **Comparison of participant-generated indicators with the indicators used by the project.**

- It was explained to the participants that they could change or reformulate the indicators if they found them irrelevant or inappropriate.
- Initially, the core factors of the matrix were presented and explained and their appropriateness was discussed with participants.
- Step-by-step presentation of the indicators of each core factor prepared on newsprint. The literate participants read the indicators for the illiterate participants, However, using written

indicators does effect the level of illiterate participants' participation.

- The four points on the scale for each indicator were presented, and it was explained how the ranking should be done according to the scale.
- The indicators were compared to the indicators the participants themselves had identified.

4 Ranking of the CDCC's capacities.

- Ranking was done by two groups: a group of CDCC executive members and a group of general members.
- Each of the groups ranked the CDCC's capacities according to the indicators (coming to consensus for each).
- The ranking was facilitated by the Development Assistant (DA), women motivator (WM) and Evaluation & Documentation Officer (EDO).
- Based on the semi-structured interview guide critical questions were asked to stimulate discussion in the group and to cross-check the reliability of the ranking. The facilitators also had to ensure that the process was not dominated by a few participants.

5 Individual ranking of the CDCC capacities.

- Individual ranking was done by each of the CDCC executive members to triangulate the results from the ranking done by the two groups.

(Since this was a time consuming and difficult task for especially the illiterate participants it was excluded from the programme in the following ranking exercises. Also, it should have been done before the group rankings.)

6 Presentation and discussion of the result.

- The facilitators calculated the scores from each of the groups' rankings for each factor and prepared the spider diagram.
- This can also be done by the participants, for instance step-by-step for each factor during the ranking.
- The two spider web figures were drawn in the same figure on newsprint to facilitate comparison of the result and discussion.
- The result was discussed by all participants. They were asked about reasons for the different results of the two groups' rankings. They were asked about the strengths and

weaknesses of the CDCCs and how to improve the weaker capacities of the group.

7 Follow up discussion and participants' feed back on the tool

- The participants were encouraged to prepare action plan with the DA based on the results of the ranking.
- The participants gave feed back on the Spider Model as a participatory monitoring tool.

6 Result of the Participatory Monitoring

This section outlines the results of the ranking of the three different CDCCs' performance. The main issues from the participants' discussions and from the team's observations of the process are highlighted.

6.1. Participants and Participation

In ward # 3 there are 46 households of which 15 belong to the Disadvantaged Groups (DAG). Disadvantaged groups are low caste or otherwise socially, historically disadvantaged people. During the ranking 35 persons participated the majority being women (all MG members participated). The CDCC has seven executive members, of which four are female, one being the treasurer of CDCC. Both DAGs and Brahmin/Chhetris participated from the two clusters. Not all women, nor men, were active during the discussions.

In ward # 7 there are 45 households and no DAGs. During the ranking there were more than 40 participants with close to 50 % being women. There are five members in the CDCC, however, a new Chairperson was selected after the ranking as the former has gone abroad. The majority of participants, men and women, were active during discussions.

In ward # 9 there are 38 households, 25 households being DAGs located in one cluster. The other cluster consists of Brahmins and Chhetries. Of the 35 participants only three were women, two of whom are CDCC members. They were generally inactive during the discussion. The majority of the participants were DAGs, however, both clusters were represented. The CDCC members were especially active during discussions.

6.2. *Characteristics of a Strong Community Group?*

The participants were initially asked to describe the qualities of a strong community group or CDCC (see table below). This was done to tune the participants into the theme of the meeting, and to provide a background for discussing the relevance and appropriateness of the indicators used in the matrix.

To facilitate the process the facilitators would ask questions such as: what is required for a group like the CDCC to function well? Do you consider your own CDCC well functioning? Why or why not?

Ward # 3	**Ward # 7**	**Ward # 9**
• Regular meetings • Implementation of decisions • Able to handle meetings All members are equally responsible • Good leadership of CDCC and community • Education/literacy • Timely communication to members about meetings • The medium of communication should be reliable • Good record keeping • Use fund for community development • Able to co-ordinate with other CBO's (from ward or other wards), VDC, line agencies etc. • Unity • Capable • Independent so CDCC can be model for other groups • Good time management	• Unity • Good co-ordination • Both CDCC and general members' interest in development activities • General members' active participation • Equal participation of men and women • Ability to demand activities from UAKWMP or any project • Messages conveyed to all members • Regular meetings • Views of all members heard • Good recording of financial accounts • Financial status known to all members • Good leadership which involves all segments of the community • Social thinking • Fund collection form different sources • Ability to solve/manage conflicts	• Unity • Ability to work • Honesty • Active participation of all members • Education/literacy • Development of social thinking • No conflicts, or resolution of conflicts • Good management

During discussion participants from ward # 9 and 7 pointed out the CDCC of ward # 3 to be a strong group. This CDCC has unity and active participation of all members, also women. The leadership is good and both ward # 7 and 9 find

that some competition among candidates for the leader position ensures a more dynamic and active leadership of the CDCC. Another strength mentioned was the CDCC's ability to prioritize and request activities from UAKWMP, to mobilize fund and to manage conflict well. Participants from ward # 7 states: "Compared to ward # 3 we are far behind, and have a lot to improve." Participants of ward # 3 believe that their CDCC is the strongest and most well-functioning CDCC of both this VDC and neighboring VDCs.

6.3. Appropriatenss of the Indicators?

The indicators of a strong group identified by participants are relatively comparable to the core factors and indicators proposed by the team and project. Elements of the core factors (leadership, organization, management, fund mobilization and participation and representation) were pointed out by the participants, however, all indicators were not mentioned.

The indicators the participants did not mention directly were women represented as leaders in CDCC, selection of leaders, minuting, external assistance, monitoring and evaluation of activity implementation.

Additionally, the groups identified formal registration and conflict resolution as important indicators, which are not included in the current set of indicators. Conflict resolution should be included, whereas formal registration is more difficult as registration does not tell us anything about the activeness of the group.

Ward # 3 and 7, especially, identified indicators similar to most of the indicators used by the team.

It seemed difficult for the majority of the participants to clarify what they meant by their indicators. For instance, what is good leadership, what is unity, and what is social thinking? The participants seemed aware that the indicators they listed picture an ideal situation and do not reflect the actual situation of the CDCCs.

There appears to be a strong similarity between participants' indicators and indicators used by CARE Nepal. However, the orientation and management training provided some of the participants may well have influenced their perception of a strong group. Therefore, it is not certain that the groups' indicators do reflect what they, traditionally, find is important for their community organization, but more what CARE considers important.

During presentation of the matrix of core factors and indicators the participants did not significantly change or add different to the set of indicators already prepared. For some indicators, the wording and differences between the indicators were adjusted to the actual context of the CDCCs during the ranking

exercises. For further application of the spider model methods ways of generating indicators, as well as ways of combining community-defined indicators with indicators used by CARE Nepal needs to be considered to make the tool useful both for enhancing the strength of community groups and for providing CARE Nepal useful information for project level monitoring.

6.4. Ranking of CDCCs' Capacities

In each ward the CDCC members and and a group of general members ranked the CDCC's performance according to the presented indicators on newsprint. The ranking was facilitated by the team who asked critical questions to facilitate discussion and to cross-check and ensure some reliability and consensus of the particular rankings.

The matrix and the spider web figures prepared during the exercise are at time being kept by the Development Assistant in the site office. However, some participants requested a copy of the indicators which could guide them in the future. Therefore, the matrix and spider web diagrams should also be kept by the groups themselves.

Below is presented the results from the rankings of the two groups for each of the three CDCCs.

6.5. Results of the Participatory Ranking

Based on the results of the ranking both by the CDCC executive group and the group of general member Table 1 shows the total score for the three CDCCs capacities.

Table 1.

	ward # 3		ward # 7		ward # 9	
	CDCC members	general members	CDCC members	general members	CDCC members	general members
organization	13	11	10	9	11	12
management	14	11	11	9	12	12
leadership	14	15	14	11	12	12
fund mobilization	13	10	7	6	12	12
representation	14	13	14	11	12	15
total	68	60	56	46	59	63

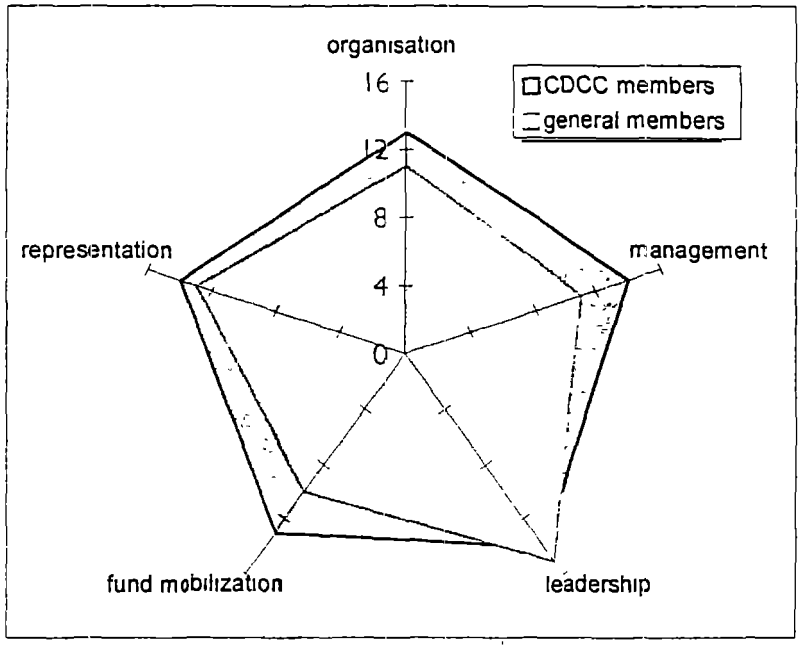
The table enables comparisons between the total score as well as the score for each of the core factor for the three groups as ranked by both executive and general members. The general tendencies is that the executive members rank the CDCC's performance one to three points higher than the general members. Only in ward # 9 the rankings of both executive and general members are very similar. When looking at the total score of the CDCCs there is a difference up to 10 between the executive and general members' total scores. The average total of executive and general members' ranking are 64 (w # 3), 51 (w # 7)and 61 (w # 9), respectively, which means that two groups perform above average, the average of 20 and 80 being 50. One group's performance is average. When looking at each aspect the CDCCs have been ranked relatively higher in leadership and representation than in organization and management. Fund mobilization tend to be considered the weakest area. To get a more specific picture at the strengths and weaknesses of the groups we, however, need to look at the points given for each indicators as well.

Based on the calculated scores in the table the spider web figures are prepared. The following section presents the spider web figures for each of the CDCCs and its interpretations. The main issues of the participants' discussions are highlighted. The problems faced during the participatory monitoring will be discussed after this presentation.

6.5.1. Ward # 3

As the spider web indicates (see below) the CDCC ranks its performance higher than the general members on four out of five factors. The gap gives the

Figure 1



impression that there is poor communication and co-ordination with general members. However, executive members pointed to the fact that the general members seldom attend all, or stay throughout a meeting, and, therefore, are not fully aware of the CDCC's work and capabilities. The CDCC has an average performance in organization, management and fund mobilization, and high in representation and participation and leadership. For example meetings are irregular, and the CDCC is not particularly active in fund collection. The general members do not know the status of the fund. Therefore, the general members found that the CDCC does not deserve the high score they gave themselves. However, the discussion led to planning for better communication of fund status between executive and general members.

Participation of women arose as an issue. Even though women are relatively active in both planning and implementation they are not so strong and influential in decision making. Despite the weaknesses identified the group believe it is one of the best in the VDC and neighboring VDCs. The participants recommended the following areas they need to improve and take action:

a) To increase the level of activity in the community the general members should encourage the CDCC to conduct regular meetings.
b) The community's awareness about the role and responsibilities of the CDCC could be increased by conducting a workshop, or meeting where the community discuss and decide the role of the CDCC.
c) To increase CDCC's management skills the CDCC needs training and/or visit to other groups, either in other ward or VDC, to learn from others'

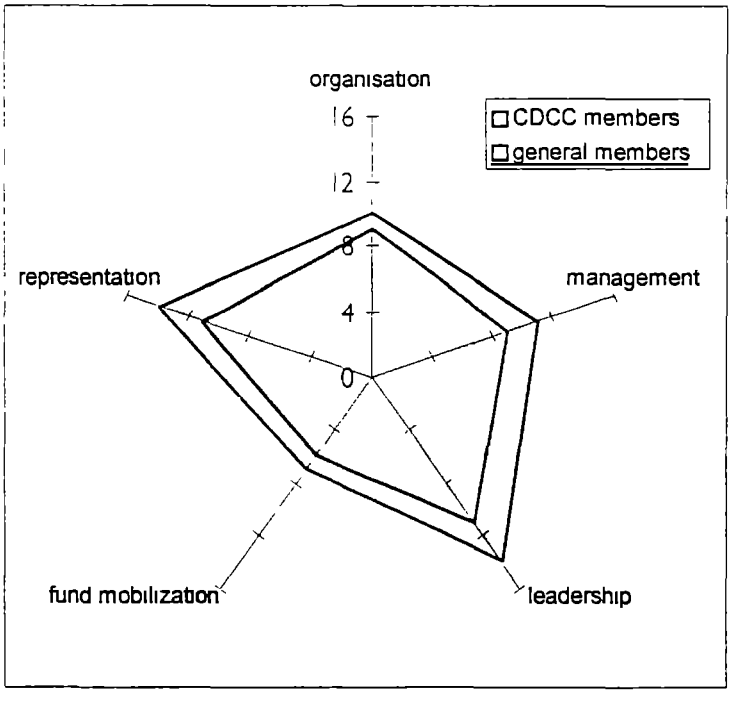
experiences. The specific training need will be decided in later follow up meeting with the DA.

6.5.2. Ward # 7

Figure 2 shows there is a gap between the CDCC and the general members' ranking of the CDCC's performance. This signals a lack of co-ordination and communication between CDCC's and general members. According to the CDCC they are strong in leadership and participation, whereas the general members find that the executive members of the CDCC has evaluated its capacities higher than they are in reality.

The strengths of the CDCC were highlighted to be: good leadership and representation/participation as the CDCC calls everyone for meeting and the leadership is of democratic character. All participants' views are usually heard during discussions and leaders are selected based on consensus of all. There is good participation in planning and implementation. 40% women are represented in CDCC and are very active in different activities. The CDCC is very good in conflict resolution as the problem are discussed with all parties to find a solution based on consensus. Furthermore, the CDCC believes it is strong in prioritization of needs and activities in the community.
Weaknesses of the CDCC were found to be: limited fund mobilization, and poor

Figure 2



organization and management. General members were not aware of the status of the group fund, and the CDCC has not regularly collected fund from project supported activities. Based on discussion the participants agreed to the need for improvement on the aspects listed below. It was decided to conduct a meeting with the DA in he nearest future to review the weaknesses and make an action plan to improve these areas.

a) Training, workshops, excursions to build the group's awareness about management etc. The participants need inspiration and exposure to other groups, to see how they function, what they do etc.
b) Specific training in fund mobilization and record keeping to executive members.
c) Establishment of transparent recording system and regular communication to all members about the fund status.
d) Encouragement of active participation of all members in the, especially women should be encouraged to speak up in meetings and take active part in decision making.
e) Conduction of regular meetings also for general members to increase the level of activity in the community.

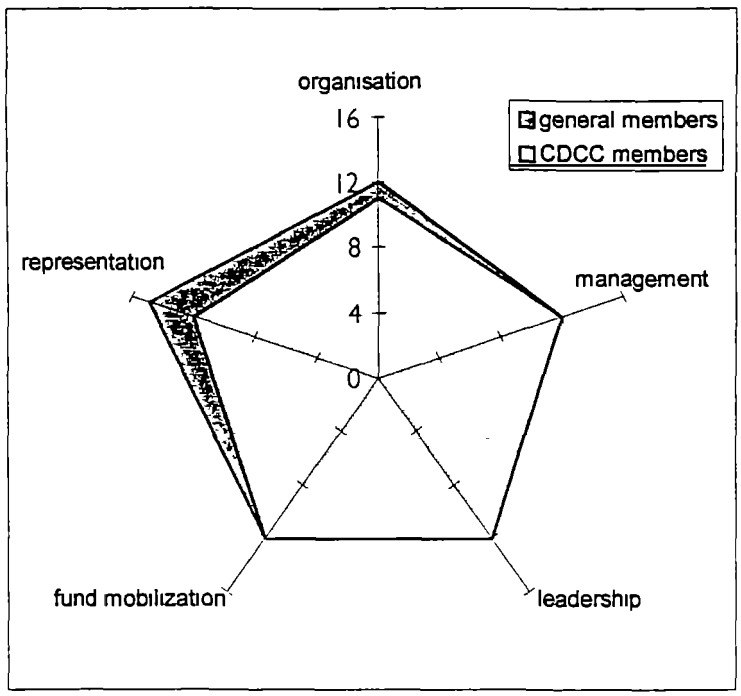
6.5.3. Ward # 9

Figure 3 shows there is not much difference between the ranking done by CDCC and general members in ward # 9. This indicates a high degree of common understanding and awareness about the CDCC and its functioning and capacities among all participants. Interestingly, the general members rank the CDCC capacity higher in participation and representation than the executive members themselves.

Generally, all participants find that the CDCC has a good working approach, is relatively strong in conflict management and fund mobilization (mainly due to a recently initiated DAG programme where the CDCC manages the fund). There is a feeling of unity and honesty among the members which they find important for a well functioning group. Furthermore, they have decided to make the group sustainable. A critical issue raised by some participant is the lack of alternative candidates for the leader positions as they believe that competition among leader candidates will ensure a more dynamic and active leadership.

The main problems of the ward and the weaknesses of the CDCCs' capacities are: low level of education/literacy, especially among women and DAGs; low economic status which makes it difficult for them to invest in activities; CDCC and general members lack of understanding of the CDCCs roles and responsibilities (e.g. women participate but have no full understanding why they have to participate); lack of self-confidence in the group and community; poor

Figure 3



management. The participants agreed to the following solutions and decided to prepare an action plan with the DA later:

a) Training/excursions for both executive and general members to increase the awareness about group organization, management etc.
b) Management training to CDCC executive member to strengthen the group's management aspects.
c) Negotiate with project to lower the interest on the loans given for the DAG program as repayment is too difficult.
d) To increase the activeness of women the CDCC should actively help the MG to solve their internal problems, and thereby facilitate more active participation of women.

6.6. Analysis of Spider Web Figures of ward # 3,7 and 9

According to the DAs' and Woman Motivators' (MW) experience with and knowledge of the CDCCs the results from the ranking are in general very similar to the actual capacities of the groups. The advantage of having the groups assess themselves is the opportunity for discussion, awareness and future planning.

Even when the executive and general members rankings are averaged there is a difference between the groups' performance. The reason for the minimal differences in the total average score may be that stronger groups tend to be

more critical in their ranking, thus they rank their performance comparably weaker than a weak group would rank their performance. Similarly, the rankings done by executive members who have attended training, and general members who have not, might differ. However, the general tendency is that the executive members rank the CDCC's performance higher than general members (in ward # 3 & 7). The executive members believe the general members ranked the CDCC 's performance lower because of lack of awareness about what CDCC actually does.

The spider web figures shows that all three groups are relatively strong in representation and participation, however, the quality of actual participation, of for instance women, might be questioned. The quality of participation does not appear in the figure and the ranking results might have to be presented with the figure to distinguish the score on different aspects. This would for instance indicate low participation, but high representation, of women.

In general the spider model does show the differences in groups' capacities as expected, however, in order to see if the tool effectively can assess and show changes in the groups' capacities, and the overall community organization, yearly follow up with the same groups is required.

7 Key Issues

This section discusses the main problems and issues met during refining and testing the Spider Model which needs to be considered in further refinement and use of the tool.

7.1. Monitoring and/or Facilitation Tool?

The Spider Model can be applied in different ways:

1. **The tool can be used as a monitoring tool by the project that generates information about the status and changes of the community organization(s).**

Currently, there is no effective method for monitoring the community organization development in place in CARE Nepal, and the Spider Model can be used as such a monitoring tool.

When the monitoring is carried out on regular basis (for instance yearly), the project can capture the qualitative changes in the community organization as well as the particular groups' capacities. This will assist the project in keeping track on the community development based on which the community approach can be adjusted.

Based on the ranking of the community groups' capacities their weaknesses can be identified. This information can enable the project to target its training and community organization interventions more effectively. The project is now providing the community groups a more or less fixed package of orientation and training. However often, specific and need-based training and/or facilitation is more appropriate for the particular groups. Such specific needs can be identified with the Spider Model[6].

Regular (yearly) monitoring of the same community groups would over some years generate information mission level can use for broader impact assessment of the community organization development.

2. **The tool can be used facilitate the building of groups' self-awareness and action planning.**

This way of using the tool emphasizes the participation in the ranking, the awareness building and empowerment more than generating information for project management. The groups can rank their own capacities regularly and compare the change and/or improvement of the group's performance. The participants of the participatory ranking in Syangja found the tool very useful for raising awareness about the role and responsibilities of the CDCC, and the indicators have helped them to see the direction for the CDCC to become well-functioning. By assessing the capacities they have been able to identify and discuss the CDCC's weaknesses which they need to improve. The participants consider regular (yearly) self-monitoring relevant and useful as it will continuously facilitate their improvement of their capacities.

3. **The tool can both be used for the facilitation of strengthening the community groups, and for monitoring of the community organization development.**

However, a combination of the two ways of using the tool will have implications for the methodologies used in the field and the indicators used etc. Such issues are dealt with below.

7.2. What Indicators to Use?

A central concern is how to generate appropriate indicators of community groups' capacities that reflect what community groups think is important and the projects' need for specific information? Even though the indicators identified by

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6 The project can for instance use subdivisions or topics for identifying and planning of the training and support. This could be technical and social divisions where the technical division could include record keeping, minuting, proposal writting, fund mobilization, and the social division conflict resolution, group processes and leadership.

community groups appear to be similar to the indicators used by CARE, the orientations and training provided by CARE on community organization might have influenced the participants' perceptions. There is no certainty that the indicators identified by the groups will be the same as the indicators used by CARE. Generally, the indicators related to linkage, fund mobilization and to some extent participation are of universal character when focusing on strengthening groups' capacities, whereas indicators related to management and organization are more culturally specific. It may be difficult to match both CARE's and the groups perceptions of good management and organization.

If the focus of the tool is on the strengthening of community groups' capacities and participation the indicators should, ideally, be generated by the groups themselves. However, in terms of scaling up this makes projects' overall monitoring impossible as the each group might choose different sets of indicators.

An alternative is to develop a minimum set of indicators to be used by all or selected projects. These indicators should to some extent reflect both what the groups think is relevant and CARE's need for information. To ensure some consensus about the indicators they should be tested and discussed with groups in different projects and revised accordingly. Some flexibility is needed as the indicators have to match the specific projects' community organizations and contexts. If the indicators appear to be too different the use of the Spider Model will have to be reconsidered.

7.3. Methodologies

Either of the purposes attached to the use of the Spider Model as outlined above will have implications for its application in the field and what methodologies to use.

7.3.1. Semi-Structured Interviews

If the purpose of the tool is strictly to monitor and generate information about the community organization development for the project management, the ranking can be done by project staff based on semi-structured interviews. This was, for instance, done in Bange Fadke VDC in Syangja. There is no apparent need to apply participatory techniques or involve the participants in discussions about the result.

7.3.2. Participatory Ranking

If the purpose is to facilitate strengthening of the groups' capacities then the participatory techniques become more important. There are different ways of doing participatory ranking.

In Bhat Khola VDC in Syangja the ranking was done by two groups (executive and general members) according to the indicators presented on newsprint. The use of two groups enabled cross-checking of the results and facilitated discussion. The ranking was facilitated by the team who would ask critical questions to guide the discussions and to cross-check and ensure reliability and consensus of the particular rankings. There was a lot of discussion during the ranking. Especially among general members it seemed difficult to reach consensus about the score of various indicators. In some cases it was decided to take average of two scorings.

Doing ranking with two sub-groups is good to stimulate discussion and interaction, and for triangulation of the result. For regular project monitoring and management the two scores probably need to be separate.

An alternative is to use a mixed group of both executive and general members and base the results of the ranking on group consensus. However, this may not reflect broad consensus, but consensus of the dominating community members. The reliability of the result depends to large extent on good facilitation. The issue of whether to reach the result on the basis of consensus or averaging needs to be considered.

7.3.3. Visualization, Literacy and Language

Using visuals like the spider web figures to express the result, e.g. the status of the group's capacities, is a way to facilitate understanding and discussion. However, how meaningful is the visuals for the participants? Is the spider web figure meaningful to the participants or do we have to think of other kinds of figures or diagrams? For example might mountain-like visuals be more appropriate in hilly areas? Are spiders meaningful to people in high altitude areas?

In Bhat Khola in Syangja the results from the groups' rankings were calculated and drawn as spider web figures on newsprint by the team and presented to the participants. However, despite the lively discussion during the ranking, it was difficult to encourage the discussion once the spider web was made, as the participants appeared to be unclear about the spider web figures. The participants could not recall the specific indicators corresponding to the five core factors shown in the figure, which made it difficult to discuss what the actual weakness was. Stronger facilitation is required in the visualization of results, for example drawing the spider web figures step-by-step with the participants during the ranking i.e. factor by factor. Initially explaining the symbolism in a spider building a web from fixed pillars can also facilitate the participants understanding and its relation to building strong community groups.

Another issue is ranking with the majority of participants likely to be illiterate. Using indicators written on cards or newsprint for ranking is problematic and not meaningful. During the ranking in Bhat Khola the factors were initially displayed and read out loud by literate participants, and eventually explained and discussed with the participants. During both the group and individual ranking the factors were again read out loud indicator by indicator based on which points were selected by participants. In such case the facilitator has to be very sensitive to illiterate participants and speak the local language. Using written indicators will most probably effect the level of participation of illiterate people, especially women and DAGs, negatively.

An alternative can be the use of pictures for each of the 20 indicators. This will facilitate discussion, but to create good, meaningful pictures for process indicators will be very difficult and time consuming. Using the written indicators is more specific and clear, and makes ranking easier for the participants as they can discuss differences rather than having to rank based on more vague numbers.

7.4. Quality of Information?

When using the Spider Model as a monitoring tool the reliability and validity of the generated information is a critical issue: How do we ensure that the information generated during participatory ranking is of high quality, and reliable and valid for overall monitoring?

The tool monitors community organization processes and group dynamics, therefore, the information generated is what can be called "soft" data. The tool does not directly generate "hard" or objective data about the groups and the community organization development. However, for monitoring purpose both "hard" and "soft" data are needed. At the moment CARE Nepal has no efficient and effective method for regularly generating either kinds of data on the community organization development, which makes the introduction of the Spider Model an enormous step forward.

To generate both kinds of data the Spider Model will be supplemented with a format on group description to ensure information on for instance members and changes in membership and representation (women, DAGs etc.), activities planned and/or completed, fund collected and invested, etc. As part of the regular participatory monitoring such formats could be updated and the information compiled in a community organization data base in the project. The database can be used for preparing the annual training programme, for the annual monitoring of the overall community organization development, and for orientation of new staff.

7.4.1. Reliability and Validity

An issue of generating quality information is also to ensure generation of reliable and valid information. This can be done by using different tools and thereby triangulate the information. The results of the participatory monitoring can also be triangulated by letting different groups rank: executive versus general members and executive committee versus individual executive. Furthermore, the DA's facilitating the process are able to verify the results during the ranking exercises due to their knowledge of the particular groups. Other ways of verifying the information can be simply by asking those who are not present during the participatory monitoring, or the "tea house method".

The individual rankings by each of the executive member was only carried out in ward # 9 after the group rankings, but as the results did not differ much from the group rankings, and it was very time consuming, it was decided to leave this part out of the exercise in the other wards. For greater reliability group and individual rankings is relevant. However, individual ranking should be done as the first thing. Also, the time frame needs to be considered in terms of how much time staff and communities have.

7.4.2. Facilitation

Facilitation of the process becomes very important when talking about reliability and validity of the information generated during the participatory. Apart from using meaningful and relevant and measurable indicators, the facilitator has to have the skills required to work with illiterate people. S/he has to be able to make the participants understand the tool and its purpose, and he has to make the spider web figures comprehensible. Also, the facilitator has to ask critical, verifying as well as encouraging questions to stimulate and provoke discussion and active participation of the group.

The DA who knows the group and thereby is able verify the information during the participatory monitoring would be a good facilitator. However, a critical issue is the subjectivity and personal involvement of the DA in the groups. Having DAs from other sites to facilitate the groups' ranking is not necessarily ideal since the facilitators will not be able to verify the information generated from the ranking. Proper training of the facilitator is important, but not always enough. The piloting of the Spider Model should be done by highly qualified people.

7.5. Follow Up

Participatory monitoring implies that the project is willing and able to provide follow up and support according to the identification of the weaknesses and needs for support of the particular groups. The participatory monitoring may raise the participants' expectations of support in terms of training, excursions

etc. However, project should inform the participants from the beginning of the exercise about the project's limitations and the value of finding local solutions (such as cross-visits to other wards or VDCs, topical one day training at site-office by the DA, etc.).

7.6. Scaling Up

Going through all the steps of participatory monitoring and to follow up with the particular groups is very time consuming. At least half to one day for each group is needed. The action planning based on the outcome of the ranking and discussion should be done immediately with the group as the participants are engaged, and it will reduce the number of meetings needed. To enable follow up as well as assessment of changes in the groups' performance over time the monitoring should be carried out on yearly basis with the same groups.

This makes **time** and **scope** critical issues. How much time does the project staff and groups have to undertake regular participatory monitoring? Considering the approximate number of relatively active groups in a project (up to 25 %) the task becomes enormous. In each VDC of the project area there are between 25 and 35 groups which makes participatory monitoring with each group yearly an extensive task for the individual DAs. However, this activity also provides the DA an occasion to meet with the groups once a year, and a tool to facilitate the group processes.

Further institutionalization of the Spider Model in CARE requires consideration of what kinds of groups and how many groups to undertake the participatory monitoring with. A representative number of various groups could be an alternative approach, but what are the appropriate criteria according to which such representative groups should be selected? Do we select the groups with strong, average or poor performance? Do we, for instance, regularly monitor the capacities of the CDCs according to CDC responsibilities and indicators when CDCs tend to become inactive or function as user groups? This question also relates to the issue of using a minimum, but uniform, set of indicators for all projects and brings back the issue of objectives of the spider model.

8 Next Steps

Based on the experiences with the Spider Model it has been decided to test the tool in Syangja and Mahottari projects as a pilot project through the end of FY97. The Evaluation & Documentation Officer will be responsible for the project assisted by Senior Training Officers and the Community Organization sections of the projects, respectively. The objectives for the spider model piloting are:

1. To assess the status in group performance and changes over time.
2. To promote awareness within groups of strengths and weaknesses.

3. To improve project planning and targeting of group strengthening activities.
4. To explore how to integrate the spider model in the implementation process.

The piloting of the spider model involves the following steps:

⇒ Development, testing and refinement of indicators for CDC, MG/WG and FUG with groups in the two projects.
⇒ Development and refinement of appropriate methodologies for participatory monitoring, including the following activities:

- how to facilitate participatory ranking
- how to calculate and visualize the results
- how to facilitate discussion of the results
- how to identify the groups' weaknesses
- how to make action plans
- how to follow up and preparation of project follow up strategy
- preparation of formats and database
- how to compile and analyze the ranking result in the project
- how to present and use the outcome of the monitoring

⇒ Conduct training of project and field staff & develop curriculum.
⇒ Develop guideline on how to use the Spider Model.
⇒ Supervision of project and field staffs' facilitation of participatory monitoring and follow up with community groups
⇒ Prepare experience report to be shared with CARE's projects.

ANNEX

A. *Indicators used for ranking with CDCCs in Bhat Khola in English*

B. *Indicators used for ranking with CDCCs in Bhat Khola in Nepali*

C. *Revised Semi-structured interview guide for CDC*

D. *Spreadsheet on results from the CDCC and general members ranking*

E. *Spreadsheet on results from individual CDCC members ranking*

F. *Revised indicators for CDC*

G. *Revised indicators for MG/WG*

H. *Revised indicators for FUG*

I. *Draft formats on group description, activities and fund status*

(A) Organization	1	2	3	4
How does CDCC take decisions?	No decisions made - unstructured discussion only	Decisions are made, mainly by one or two members	Decisions made by few members but supported by majority of members	Decisions made are based on consensus of all CDCC members
How does CDCC communicate to general members?	No messages conveyed and there is no contact between CDCC and general members	Irregular, verbal communication to general members. (More than 50% are not informed)	Regular, verbal communi-cation to general members. (More than 50% are informed)	Good, interac-tion between CDCC and general mem-bers. All are informed of CDCC's work.
How much does CDCC communicate with UG's/MG, VDC and line agencies?	No contact or co-ordination with other CBO's, VDC or line agencies	Irregular co-ordination and contact with CBO's, but not with VDC or line agencies	Contact and co-ordination with CBO's, VDC - but not with line agencies	Regular contact and good co-or-dination with CBO's, VDC and with line agencies
Has CDCC registred?	No	Has been advised by project, but taken no initiative	Has decided to register and applied	Registred

(B) Leadership	1	2	3	4
How is the leadership of the CDCC?	Passive leadership (no action, no reaction)	Dominating leadership centred in one person	Leadership concentrated in 2 - 3 persons	Democratic leadership, sharing with other members
How are leaders selected?	Self- selection	Nomination by dominating group of members	Nominated on discussion of majority of members	Voting by all members. Proceedures for election exist
How are women represented in the CDCC? As members or leaders?	No women	Up to 30% of members are women, as per project demand, but women are in general, inactive	30% women represented, and majority is active	50% women represented, one holds postion as either chair-person, secretary or treasure
How are conflicts solved?	Conflicts are not solved	Conflicts are discussed but no action is taken to find proper solution	Conflicts are discussed, and majority has agreed to solution	During conflicts all members views are heard, disussed and, based on consensus, a solution is found

(C) Management	1	2	3	4
Is minuting done and used?	No minuting (inadequate members or lack of quonum)	Irregular and often incorrect and minimal (signatures only) minuting, but discussion takes place	Regular minuting,but only main decisions	Regular minuting of all decisions,and plans which are used by management for follow-up and review of previous minuting
How are activities planned and implemente d?	No planning takes place	CDCC plans activites, mainly without general members. CDCC not active in implementa-tion. Initiated activities not completed	Activities are mainly plan-ned in mass-meetings by CDCC and UG and initiated, but implemen-tation is rigid, some activities still to be completed	Activities planned in massmeetings of all mem-bers. Consen-sus, and implementa-tion done by appointed group of members - as decided
What level of external assistance is needed? (Care Project, teachers etc.)	Management dominated or imposed by "outsiders" - pushing is needed for mobilization of the CDCC	Management dependent on "outsiders", whc have to call for meetings etc.	External assistance upon request of CDCC for specific activities	Independent management and initiatives. Capacity to undertake activities, plan and implement independently
Does CDCC monitor and evaluate activity implementa-tion?	No	Irregular monitoring, only if problem arises	CDCC monitors activity imple-mentation	CDCC moni-tors all steps (planning, implementation, management and mainte-nance) and learns from experiences

(D) Fund Mobilization	1	2	3	4
How is fund collected?	No fund collected	Irregular fund collected from project supported activities.	Regular fund collected from project supported activities. Only limited, independent irregularly collected funds	Regular fund collected from project supported activities as well as independent collection from membership fee, VDC etc.
How is fund used?	Not used	Used for loans	Used for activities which have not been planned before collection of fund	Used for planned development activities in community
Who keeps the fund?	Distributed to all members	Chairperson or outsider (teacher etc)	Mainly treasurer	Bank
Is accounting and financial recording system transparent?	No recording system	Incorrect recording - status is known to only few CDCC and general members	Recording good - CDCC members know but general members are mainly unaware of status	Regular updating of records, which are accessible to all members

(E) Representation & Participation	1	2	3	4
How are clusters, caste/ethnic groups represented in the CDCC?	Not all caste/ ethnic groups and clusters are represented in CDCC	Clusters are represented but not all caste/ethnic groups	Clusters, caste/ethnic groups are represented, but no proprotionally	All clusters, caste/ethnic groups are proportionally represented
What is the level of participation if CDCC members in planning and implementation of CDCC?	CDCC members not, or to limited extend, active in planning and implementation	Only 1-3 members are active in planning and implementation of specific activity	More than 50% of CDCC members are active, mainly in planning. Limited involvement in actual implementation.	Majority of members are active in varioius planning and implementation activities
What is the level of general members participation in planning and implementation?	General members not, or to limited extend active in planning and implementation	Less than 50% of general members are active in massmeeting and specific activity implementation - the rest are inactive	More than 50% of general members participate in planning and implemeneta-tion of specific activities	Majority of general members are active in planning (mass meetings - action planning) and implementation activities
How actively does women in general participate in planning and implementation of community activities?	No women participate	Women participate only because of project demand	Women particpate actively in implementation (often mainly MG members) Not influential in decision making	Majority of women are active in both decisionmainplanning and implementation

Score (क) संगठन	१	२	३	४
सा.वि.स.स.ले निर्णयहरु कसरी लिनुहुन्छ ?	कुनै पनि निर्णय गरिदैन । छलफल मात्र)	निर्णयहरु मूख्यतया समितिका १ वा २ ,व्यक्तिहरुले मात्र गरेका ।	समितिका केहि व्यक्तिहरुले निर्णय गर्दछन तर बहुमत (धेरै जना) ले स्वीकृति जनाउने गरेको ।	समितिका सबै सदस्यहरुको सहमतिमा निर्णयहरु गर्ने गरेको ।
सा.वि.स.स.ले समूहका साधारण सदस्यहरुसग कसरी संचार गर्छ ?	कुनै पनि समाचार/जानकारी हरु प्रसारण गर्ने नगरेको सा.वि.सं.स र साधारण सदस्यहरुबिच सम्पर्क नै नभएको	केहि साधारण सदस्यहरुसंग अनियमित मौखिक कुराकानी हुने गरेको (५० % भन्दा बढी सदस्यहरुलाई थाहा नदिएको ।	साधारण सदस्यहरुलाई नियमित मौखिक जानकारी दिने गरेको ५०% भन्दा बढी सदस्यहरुलाई जानकारी दिएको ।	सा.वि.स.स र साधारण सदस्यहरुबिच राम्रो सम्बन्ध भएको । सा.वि.सं.स.का कामहरुका बारेमा सबै साधारण सदस्यहरुलाई जानकारी दिने गरेको ।
सा.वि.स.स.ले समूदायका अन्य समूहहरु (आ.स., उ.स., आदि) गा.वि.स. र स्थानीय सघ सस्थाहरुसग कत्तिको समन्वय/सम्पर्क राख्छ ?	समूदायका अन्य समूहहरु (आ.स., उ.स. आदि) गा.वि.स. र स्थानीय सघ सस्थाहरुसग समन्वय र सम्पर्क नभएको	समूदायका अन्य समूहहरु (आ.स., उ.स.)सग अनियमित सम्पर्क भएको तर गा.वि.स. र स्थानीय सघ सस्थाहरुसग सम्पर्क र समन्वय नभएको	समूदायका अन्य समूहहरु (आ.स., उ.स.)गा.वि.स. सग सम्पर्क र समन्वय भएको तर सो स्थानीय संघ सस्थासग नभएको ।	समूदायका अन्य समूहहरु (आ.स., उ.स.) गा.वि.स. र स्थानीय संघ संस्थाहरुसग सम्पर्क र समन्वय राम्रो र नियमित भएको ।
के सा.वि.स.स. दर्ता भएको छ ?	दर्ता नभएको ।	आयोजनाले सा.वि.स.स. दर्ता गर्ने बारे सुझाव दिएको र समितिले दर्ता गर्ने निर्णय गरेको ।	समिति दर्ता को लागि निवेदन पेश गरेको ।	समिति दर्ता भएको ।

Score (ख)नतृत्व	१	२	३	४
सा.वि.स.स.को नेतृत्व कस्तो छ ?	निष्क्रिय नेतृत्व भएको । कुनै किसिमको क्रिया, प्रतिक्रिया नभएको।	एउटै व्यक्तिमा केन्द्रित र दवाउने खालको नेतृत्व छ ।	नेतृत्व २-४ अगुवा व्यक्तिहरु मा केन्द्रित रहेको छ ।	प्रजातान्त्रिक खालको नेतृत्व छ । सवै सदस्यहरु उत्तिकै जिम्मेवार छन् ।
नेता/अगुवाहरु कसरी छनौट गरिन्छ ?	आफैले छनौट गरेर	दवाउने/दमन गर्ने समूहका सदस्यहरुले भनेर/छनौट गरेरा	वहुमतको सहमतिवाट मनोनित गरेर । (अनौपचारिक)	सवै साधारण सदस्यहरुले भोट हाली छनौट गरेर (औपचारिक)
सा.वि.स.स मा महिलाहरुलाई कसरी प्रतिनिधित्व गराईन्छ, सदस्य कि अगुवा/ नेता ?	महिला छैन ।	समितिमा आयोजनाको माग अनुसार ३०% सम्म महिला भएको तर साधारणतया निस्किय भएको ।	समितमा ३०% महिलाहरुको प्रतिनिधित्व भएको र धेरैजसो सक्रिय भएको ।	समितिमा ३०% -५०% महिलाहरुको प्रतिनिधित्व भएको र कम से कम एकजनाले अध्यक्ष वा सचिव वा कोषाध्यक्षको पद सक्रियताका साथ सम्हालेको ।
कसरी विवाद समाधान गर्नुहुन्छ ?	विवाद समाधान गरिदैन ।	विवादमाथि छलफल गर्ने गरेको तर समाधानको लागि उचित उपायहरु पत्ता लगाउन कुनै कदम नचालेको ।	विवादहरुमाथि छलफल गरिएको र वहुमतले पत्ता लगाईएका समाधानका उपायहरु माथि सहमति जनाउने गरेको	विवादहरुम ासवै सदस्यहरुको विचार सुनिएको छलफल गरिएको र वहुमतको आधारमा समाधानका उपायहरु पत्ता लगाउने गरेको ।

Scoreग) व्यवस्थापन	१	२	३	४
बैठकको अभिलेख राख्ने र प्रयोग गर्ने गरेको छ ?	छैन । कोरम नपुगेको	अनियमित अभिलेख राखेको र कहिले काहि गलत अभिलेख राखेको तर बैठक वसी छलफल गरिने प्रक्रिया भएको ।	नियमित अभिलेख राखेको तर मूख्य निर्णयहरुको मात्र	बैठकमा गरिएका सवै निर्णयहरु र योजनाहरुको अभिलेख राखिएको, व्यवस्थापनमा अनुगमनको लागि प्रयोग गरिएको र अघिल्लो बैठकको प गर्ने गरेको ।
कार्यक्रमहरुकायोजना तर्जुमा र कार्यान्वयन कसरी गरिन्छ ?	केहि पनि योजना तर्जुमा गरेको छैन ।	सा.वि.सं.स.ले साधारण सदस्यहरु बिना कार्यक्रम हरुको योजना तर्जुमा गरेको र सा.वि.सं.स कार्यान्वयनमा सक्रिय नभएको । कार्यक्रमहरु शुरु गरिएका सम्पन्न नभएको ।	सा.वि.सं.स. र उपभोक्ता समूहले मास बैठकमा कार्यक्रमहरुको योजना तर्जुमा गरी कार्यान्वयन शुरु गरेको तर कार्यान्वयन ठोस नभएको केहि कर्याक्रमहरु अझै सम्पन्न गर्न बाँकी ।	मास बैठकमा सवै सदस्यहरुको सहभतिमा कार्यक्रमहरुको योजना तर्जुमा गरिन्छ र कार्यान्वयन तोकिएका सदस्यहरुको समूहले निर्णय अनुसार सम्पन्न गरेको ।
कति हदसम्म वाहिरी सहयोग चाहिएको छ ? आयोजना, समूदाय, शिक्षक आदि)	व्यवस्थापन वहिरका व्यक्ति हरुबाट सचालित/ लादिएको सा.वि.सं.स.को परिचालन को लागि घच्घच्याउनु पर्ने ।	व्यवस्थापन बाहिरका व्यक्तिहरुमाथि भर परेको । बैठकको लागि बोलाउनु पर्ने ।	सा.वि.स.स.को अनुरोधमा विशेष कार्यक्रमहरुको लागि वाहिरी सहयोग लिईएको ।	व्यवस्थापन कसैमा भर नपर्ने । कुनै पनि कार्यक्रम लिन, योजना तर्जुमा गर्न र कार्यान्वयन गर्न हरतर्फबाट आफैमा सक्षम ।
के सा.वि.स.स.लेकार्यक्रमहरु कार्यान्वयन को निरिक्षण र मूल्याकन गर्छ ?	गरेको छैन ।	समश्याहरु आएमा मात्र अनियमित निरिक्षण गरेको	सा.वि.स.स.ले कार्यक्रम कार्यान्वयनको नियमित निरिक्षण गरेको	सा.वि.सं.स.ल सवै चरणहरु (योजना तर्जुमा, कार्यान्वयन, व्यवस्थापन र मर्मत सम्भार) निरिक्षण गरेको र अनुभव हरुबाट सिकेको ।

Score घ)कोष परिचालन	१	२	३	४
कोष कसरी जम्मा गरिन्छ ?	कोष नै जम्मा गरेको छैन वा धेरै सिमित मात्रामा आयोजनाद्वारा सचालित कार्यक्रमहरुबाट कोष जम्मा गरेको ।	आयोजनाद्वारा संचालित कार्यक्रमहरुबाट मात्र नियमित कोष संकलन गरेको	आयोजनाले सचालन गरेका कार्यक्रमहरुबाट नियमित कोष संकलन गरेको र सिमित मात्रामा आफ्नै सक्रियतामा कोष जम्मा गरेको	आयोजनाका साथै अन्य निकाय र श्रोतबाट आफ्नै सक्रियतामा नियमित कोष संकलन गरेको । जस्तै: गा.वि.सं.बाट,
कोष कसरी प्रयोग गरिएको छ ?	प्रयोग नभएको	ऋण लगानिमा मात्र प्रयोग भएको ।	कोष सकलन हुनु भन्दा पहिला योजना नगरेका कार्यक्रमहरु का लागि प्रयोग गरेको ।	समूदायमा योजना गरेका विकासका कार्यक्रमहरुमा प्रयोग गरेको ।
कोष कसले राख्छ ?	कोष समितिका हरेक सदस्य सग अलि अलि रहेको (सबैमा बाडिएको)	समितिको अध्यक्ष सग अथवा बाहिरी व्यक्तिसग जस्तै: शिक्षक सग कोष रहेको ।	समितिको कोषाध्यक्ष सग रहेको ।	बैकमा रहेको ।
आय व्यय सम्बन्धी रेकर्ड सबै सदस्य हरुलाई थाहा छ कि छैन ?	र	कोषको रेकर्ड ठिकसग नराखेको । समितिका केहि सदस्यहरुलाई मात्र कोषबारे थाहा भएको र साधारण सदस्यहरुलाई कोषको अवस्था बारे ज्ञान नभएको।	आय व्ययको रेकर्ड राम्रोसग राखेको र समितिका सबै व्यक्तिलाई थाहा भएको तर साधारण सदस्यहरुलाई कोषबारे थाहा नभएको ।	आय व्यय, कोषको र नियमित राखेको र समिति लगायत साधारण सदस्यहरु सबैलाई कोषबारे थाहा भएको ।

Score ङ) प्रतिनिधित्व र सहभागिता	१	२	३	४
सा.वि.सं.स.मा गाउँ/टोल, जन जाती, समूहहरु कसरी प्रतिनिधित्व गराईएको छ ।	सवै गाउँ/टोल, जन जाती सा.वि.सं.स. मा प्रतिनिधित्व नभएको ।	गाउँ/टोललाई प्रतिनिधित्व गरिएको तर जनजाती लाई संलग्न नगरेको ।	गाउँ/टोल, जनजाती लाई समितिमा प्रतिनिधित्व हुनेगरी राखिएको तर समानुपातिक रुपमा प्रतिनिधित्व नभएको	सवै गाउँ/टोल, जात जाती समानुपातिक रुपमा प्रतिनिधित्व भएको ।
योजनाको तर्जुमा र कार्यान्वयनमा सहभागिताको स्तर कस्तो छ ?	सहभागिता नभएको वा धेरै सिमित मात्रामा योजना तर्जुमा र कार्यान्वयनमा समितिको सहभागिता भएको	१-३ जना मात्र सा.वि.सं.स.का सदस्यहरु विशेष कार्यक्रमको योजना तर्जुमा र कार्यान्वयनमा सक्रिय भएको ।	५०% भन्दा बढी सा.वि.स.स.का सदस्यहरु मूख्य गरी योजना तर्जुमामा सक्रिय तर कार्यान्वयन पक्षमा सिमित सलग्नता भएको	सा.वि.स.स. का धेरैजसो सदस्यहरु धेरै प्रकारका योजना तर्जूमा र कार्यान्वयनमा सक्रिय सहभागी भएको ।
योजना तर्जुमा र कार्यान्वयमा साधारण सदस्यहरुका सहभागिताको स्तर कस्तो छ ?	सहभागिता नभएको वा धेरै सिमित मात्रामा योजना तर्जुमा र कार्यान्वयनमा साधारण सदस्यहरु को सहभागिता भएको ।	५०% भन्दा कम साधारण सदस्यहरु मास बैठकमा र विशेष कार्यक्रम को कार्यान्वयन मा सक्रिय सहभागि भएको । बाँकि सदस्यहरु निष्क्रिय भएको ।	५०% भन्दा बढी साधारण सदस्यहरु विशेष कार्यक्रमहरुको योजना तर्जुमा र कार्यान्वयनमा सहभागी भएको ।	धेरैजसो साधारण सदस्यहरु योजना तर्जुमा (मास बैठक कार्ययोजना) र कार्यान्वयनमा सक्रिय सहभागी भएको ।
महिला सदस्यहरु सामुदायिक विकास कार्यक्रमहरुको योजना तर्जुमा र कार्यान्वयन मा कति सक्रिय छन् ?	कुनै पनि महिला सहभागी नभएको ।	आयोजनाको माग अनुसार मात्र महिलाहरु सहभागी भएको ।	महिलाहरु सक्रियताका साथ योजना कार्यान्वयनमा सहभागी भएको (धेरैजसो आमा समूहका सदस्यहरु) तर निर्णय गर्नमा प्रभावकारी नभएको ।	धेरैजसो महिलाहरु निर्णय गर्न योजना तर्जुमा र कार्यान्वयनमा सक्रियताका साथ सहभागी भएका ।

SSI Guide for " for CDCs

1 Organization

Meeting of General Assembly

- When did the General Assembly of CDC meet for the last time?
- Why; regular meeting or extraordinary meeting?
- Are meetings planned in advance?
- How many times did the General Assembly meet last year?
- How is the participation of general members during these meetings?
- Who do come and who don't?

Decision Making

- How does the CDCC make decisions?
- What decisions have been made within the last 6 months?
- If decisions are made, is it by CDC only, or with general members (mass meeting)?
- In meetings do all talk, and give their opinion or so some speak more than others?
- If yes, do the same people also make decisions?
- When decisions are taken do all members agree? Give an example of a decision all members agreed to? and a decision some members did not agree to?
- Have you ever voted about a decision? example

Communication

- How is the contact and co-ordination between the CDC and general members?
- If good, how? why? If not good, how? why?
- Does CDC try to involve general members in decision making? examples?
- How are members informed about decisions and plans ? example?
- How does CDC ensure that all members are informed?
- What are the means of communication?
- Do the CDC sometimes plan and/or implement the activity, without involving general members?

Role of CDC

- What is the role of the CDC?
- Do all members know or have an idea about the role of the CDC?
- Why did you form the CDC?
- What does the CDC do?
- Do you see the role of the CDC as learned in CDC training, or do you think CDC has different role?

Rules and regulations?

- Does CDC have rules and regulations? Please give examples of what things are dealt with in these rules and regulations?
- Who took the initiative to develop rules and regulations?
- Are most members aware of these rules and regulations?
- Are rules and regulations applied? In what cases?

2 Linkages/networking

Linkages with Us/MG/WDGs

• Does CDC co-ordinate and corporate with MG/SDG/UGs in the area?
• How? why/why not? examples?
• Does CDC invite MG/WDG/UGs to meetings, or does CDC attend MG/WDG/UGs' meetings?
• Does CDC help MG/WDG/UGs when requested?

Linkages with other organizations (CDCs, VDCs, line agencies etc)

• Does the CDC have contact to other CDCs, the VDC or other agencies?
• What kind of contact? Meetings? Regular meetings? What are meetings about?
• Does CDC call CDCs, the VDC or agencies for their meetings?
• Have CDC undertaken activities with support from other agencies, the VDC or CDCs? Examples?

External resources

- Are CDC's aware of the possibilities to get financial or non financial support from external sources?
- Have CDC written any proposals for the VDC or other agencies?
- Did they until now get non financial support (training, technical support) from other organizations
- Did they ever get financial support from other organizations? If yes from which organizations?
- Is this suport incidental or regular?

Relation with CARE project

- How are relations between the CDC and the project ?
- How often does the CDC meet with DA's, AF, etc?
- Who takes the initiative for new activities?
- Did the CDC plan and implement theit own activities independent from project? If yes give example.
- Who takes the initiative for meetings? Project or CDC?

- Can they describe planning and implementation of the last activity carried out by CDC?

3 Management

Minuting (CHECK ALSO MINUTE BOOK)

- Is minuting done? If no, why not?
- How regularly is minuting done?
- How is minuting done by CDC?
- Isn't there a trend to give signature only?
- Give an example of what is recorded in a meeting?
- Does CDC review the minutes from previous meetings and follow up? Examples?

Need assessment and prioritization

- How does the CDC identify needs in the community? With or without general members?
- What needs have been identified within the last year? How was it done?
- How does the CDC prioritize among needs ? Do all members participate?
- What happens when the members do not agree what needs to prioritize?
- How does the CDC ensure consensus?
- Action plans prepared? How? With general members?
- How are activities implemented? Examples?
- Who participates in implementation?

Completion of Activities

- Does the CDC always complete planned activities?
- How many activities have been planned since beginning of CDC?
- What activities?
- How was the activities planned and implemented?
- What is the status of the activities at the moment? Who manage/maintain the activities? Is it done satisfactory?
- During implementation did any conflicts ocure? What and why? How was conflicts solved? How did the conflict affect the implementation? ?

Conflict Resolution

- How does the CDC resolve conflicts ?
- What conflicts have been? What were they about? Where they solved? How?
- Has any conflict not been solved? Example? Why? How does that effect the functioning and activeness of the group?

• What if something goes wrong (ie DWS has been made wrong, or a part of a foot trail has broken down) How does CDC handle such situation? What does CDC do for repairments?
• Are the conflicts often between group members? Why? Can the main conflict not be solved with compromise?

4 Fund Mobilization

Fund Collection

• Does CDC collect funds? how? source?
• Does CDC regularly collect funds from all project supported activities? which?
• How much fund is collected?
• Why is fund collected, for what activities? Or why not?
• Who decided or suggested to collect fund?
• How is it decided what activities to collect fund for?
• Has CDC collected fund of own initiative eg. independent collection?

Use of Fund

• How are funds used?
• Are funds collected just to collect fund? Or for specific activity?
• Are funds collected and not used, why?
• If funds are only used for giving loan, why so? Why not for other development activities?

Accounts/Record keeping

• Does CDC keep records on the fund collection?
• How are records kept? (Show)
• Are the records up-to-date? how often updated?
• What is the status of the funds as stated in the records?
• How are general members informed about the status of the fund?
• Do all members know the status? CDC and general members ? (ask individuals)
• Are all members allowed access to the records? (Why not?)
• Does rules and regulations about fund collection and recording exist? Which?
• How are they adhered to?

Benefits

• Do you think you have benefittet from group activities? (fi none, ask why not?)
• What kind of benefits?
• Have benefits been positive to invested time, energy, money?
• Have you had financial benefits? What?
• Will you have financial benefits in the future?

5 *Representation and participation*

Representation

- How many clusters, villages, toles are there in this ward ?
- How many caste/ethic or/and DAGs?
- How big area does the CDC cover?
- In this area are all people members? Why not?
- In this area are all clusters and ethnic groups members/represented?
- How are different clusters represented? One from each?

Women's representation in CDC

- How many women are members of the CDC committee?
- How many women are member of the CDC as general member?
- Why did they join? Pressure from project to include women?
- Are women always present during the meetings of the CDC? How many?
- Do women participate in discussions?
- Do women participate in decision making?

Participation of (general) members in planning and implementation

- How much does (general) members take part in decision making? planning? implementation? management? follow-up?
- Do all always or seldom participate in planning, implementation etc?
- Do all participate or mainly a few members ?
- Does all (general) members contribute in implementation of activities? How? (or Why not?)
- Compared to CDC executive members how active are (general) members in decision making, planning and implementation?

Women's participation in community work in general

- How many women participate in decision-making? planning? implementation? management? follow-up? all, half, few, none?
- How much do female CDC members participate in these activities?
- How much do general members participate in these activities?
- In what aspects are women more active? examples?
- Do women participate more in implementation than in meetings and planning? Why?
- Is men and women's contribution in implementation the same?

Spiders based on CDCC and general members ranking

organisation

	ward # 3		ward # 7		ward # 9	
	CDCC members	general members	CDCC members	general members	CDCC members	general members
	4	4	3	2	3	4
	4	3	3	3	3	3
	3	2	3	3	3	3
	2	2	1	1	2	2
total	13	11	10	9	11	12

Management

	ward # 3		ward # 7		ward # 9	
	CDCC members	general members	CDCC members	general members	CDCC members	general members
	4	3	3	2	2	3
	3	3	3	3	4	3
	3	3	3	2	3	3
	4	2	2	2	3	3
total	14	11	11	9	12	12

Leadership

	ward # 3		ward # 7		ward # 9	
	CDCC members	general members	CDCC members	general members	CDCC members	general members
	4	4	4	2	3	3
	3	3	3	3	3	3
	4	4	4	3	4	4
	3	4	3	3	2	2
total	14	15	14	11	12	12

Fund mobilization

	ward # 3		ward # 7		ward # 9	
	CDCC members	general members	CDCC members	general members	CDCC members	general members
	3	3	2	2	2	3
	3	2	1	1	2	3
	3	3	2	1	4	4
	4	2	2	2	4	2
total	13	10	7	6	12	12

Representation						
	ward # 3		ward # 7		ward # 9	
	CDCC members	general members	CDCC members	general members	CDCC members	general members
	4	4	4	4	4	4
	3	3	4	2	3	4
	4	3	3	2	3	4
	3	3	3	3	2	3
total	14	13	14	11	12	15

individual

Organisation

	1	2	3	4	5	6	7	8
	4	4	3	3	4	4	4	4
	2	4	3	3	3	3	3	3
	3	3	3	3	3	3	2	2
	2	2	2	2	2	2	2	2
total	11	13	11	11	12	12	11	11

Management

	1	2	3	4	5	6	7	8
	4	3	3	4	3	3	2	2
	4	4	4	3	3	4	4	4
	3	3	3	3	3	3	3	3
	3	3	3	4	3	3	4	4
total	14	13	13	14	12	13	13	13

Leadership

	1	2	3	4	5	6	7	8
	3	3	3	3	3	3	3	3
	3	3	3	3	3	3	3	3
	4	4	4	4	4	4	4	4
	2	2	2	3	2	2	3	3
total	12	12	12	13	12	12	13	13

Fund mobilization

	1	2	3	4	5	6	7	8
	2	3	2	2	2	2	2	2
	2	2	2	2	2	2	2	2
	4	4	4	4	4	4	4	4
	3	4	3	3	3	3	4	4
total	11	13	11	11	11	11	12	12

Representation

	1	2	3	4	5	6	7	8
	4	4	4	4	4	4	4	4
	3	3	3	2	3	3	3	3
	3	3	3	2	3	3	3	3
	3	3	2	3	3	3	3	3
total	13	13	12	11	13	13	13	13

Organization	1	2	3	4
How often does the CDC/CDCC (committee) meet?	No, almost never	Irregular meetings	Regular meetings with low participation of members (< 50%)	Regular meetings with high participation of members (>50 %)
How does the CDC/CDCC take decisions?	No decisions made	Decisions are made, mainly by one or two members	Decisions made by few members, but supported by majority of members	Decisions made are based on consensus of all members
How does the CDC/CDCC (committee) communicate to general members?	No messages conveyed There is no contact between CDC/CDCC (committee) and general members	Irregular, verbal communication to general members (More than 50% of members are not informed)	Regular, verbal communication to general members. (More than 50% of members are informed)	Good, interaction between CDC/CDCC committee and general members. All members are informed of CDC/CDCC's work.
What is the role of the CDC/CDCC?	Members have no concept of the role of the CDC/CDCC	Few members have unclear idea of the role of the CDC/CDCC (as explained in orientation/training)	Majority of members have vague idea about the role of the CDC/CDCC as explained in training	Majority of members have clear (and own) opinion of the role of the CDC/CDCCin their community

ANNEX F

Management	1	2	3	4
Is minuting done? Is minuting used?	No minuting (ack of quorum)	Discussion takes place, but minuting is irregular and minimal (signatures only)	Regular minuting,but only main decisions, and no plans	Regular minuting of decisions,and plans. Minuts are used by management for follow-up on previous decisions and plans
How does the CDC/CDCC identify needs and prioritize activities?	No identification of needs in the community	Need identification and prioritization of activities is dominated by leaders Sometimes conflicts arises	Needs are identified and priorities made in mass meetings and supported by majority	Needs are identified and priorities made in mass meetings with consensus. All needs are heard and discussed. Conflicts are solved
Does the CDC/CDCC complete planned activities?	No.	Few activities have been planned, but have not been completely implemented. Management of activities is weak	Majority of activities planned have been completed. Management of activities tend to be weak	All planned activiities have been completed as planned. The activities are managed well
How does the CDC/CDCC resolve conflicts?	No conflict resolution	Mainly outsiders (project) take initiative to resolve conflicts - conflicts are not always solved	The CDC leader (or otherwise respected person) take initaitive to resolve conflicts - almost all conflicts are solved with consensus of majority	Conflicts are always resolved by CDC/CDCC with consensus of implicated parties - and/or all members

Linkages/ Networking	1	2	3	4
Does the CDC coordinate with UG/MG/WDG's in the area covred by the CDC/CDCC?	No contact or coordination with UGs or MG/WDGs	Irregular contact with UGs and or MG/SDGs. No coordination of activities	Regular contact and coordination with UG/MG/WDGs. Joint meetings and planning of activities in the community	CDC/CDCC plays an essential role in coordination with all UG/MG/WDGs. CDC/CDCC is often involved in planning, resource mobilization and monitoring of activities
How is the relation to other CDC/CDCCs, the VDC and line agencies/other organizations?	No relations at all	Irregular contact with CDCs, the VDC, and/or or line agencies/other organizations - weak coordination	*CDC/CDCC is formally* paticipating in meetings (at least 2 times per year) with other CDCs, the VDC, line agencies or organizations. Little benefit	Regular meetings with CDCs, the VDC, line agencies or other organizations - resulting in new activities and initiatives
Has the CDC succeeded in tapping external resources (excluding project)	No access to external resources	Has occasionally access to non- finan-cial support (training, technical advise,etc) from VDC, NGO or line agency. Limited financial support	Has occasional non-finacial and financial support from one NGO,VDC or lineagency (once or twice in several years)	Has regular financial and non-financial support from NGO,VDC,line agency, or other organizations (once a year or more)
How is relation with the project?	No activities at all.	Community development activities depend completely on project. No independent activities carried out.	At least one community development activity is **completely** initiated, implemented and monitored by the CDC/CDCC with the use of own funds.	Independent: at least 50% of development activities are carried out by the CDC/CDCC independent of project.

Fund Mobilization	1	2	3	4
From what sources are funds collected ?	No fund collected	Fund is collected only from project subsidies	Fund is collected from project subsidy and sometimes independently from menbership fee, etc	Regular fund collected from project subsidy as well as independently from other sources (VDC, fee, etc.)
How are funds used?	Not used	Used for loans	Funds are used for subsidized activities mainly	Funds are used for subsidized activities, for revolving fund and for activities independently planned
Is accounting and financial recording system transparent?	No recording system	Incorrect recording - status is known to only few executive members	Recording good - CDC members know but general members are mainly unaware of status	Regular updating of records, which are known to all members
Do members benefit from group activities?	No benefits perceived by group members	Group members have non-financial benefits from activities (for example easier access to water or forest products) Benefits are considered low compared to costs	Group members have non-financial benefits. These are positive in relation to work, money and materials invested	Group members gain financial as well as non-financial benefits from group activities

Representation & Participation	1	2	3	4
How are people, clusters, or caste/ethnic groups of the covarage area of the CDC/CDCC represented in the group?	Not all people, caste/ ethnic groups and clusters are represented in the CDC/CDCC	People or clusters are represented, but not all caste/ethnic groups	People, Clusters and caste/ethnic groups are represented, but not equally (proprotionally)	All people, clusters, caste/ethnic groups are equally represented (proportionally)
Are women represented in the CDC/CDCC?	Women are either not represented or represented on project demand Not active in any way	Women are represented, but are only active in implementation of specific activities	One or two women are in the CDC/CDCC. They are relatively active in decision making and implementation	At least 40% of the CDC/CDCC is women. They are active in both decision making and implementation
How active are (general) members' participation in planning and implementation of activities?	(General) members are not active	(General) members attend mass meetings for planning Majority is not active in implementation	Majority of (general) members participate imainly in implemen-tation of specific activities	Majority of (general) members are active in decision making, planning and implementation of activities
How actively do women in general participate in planning and implementation of community activities?	Women do not participate	Women participate only because of project demand, but not active	Women particpate actively in implementation (often mainly MG/WDG members) Not influential in decision making	Majority of women are active in both decision making, planning and implementation

Indicators for Mother Group (MG) or Women Development Group (WDG).

Organization	1	2	3	4
Do MG/WDG have regular meetings ?	No, almost never	Irregular meetings	Regular meetings (at least 6 times per year), with low degree of participation of members (< 50%)	Regular meetings (at least 10 times per year) with high participation of members (>50 %).
How does the MG/WDG take decisions ?	No decisions made	Decisions are made - mainly by one or two members	Decisons are made by few members, but supported by majority of members	Decisions are made based on consensus of all members
How does MG/WDG (leaders/committee) communicate with (general) members?	No messages conveyed to members There is no contact between MG/WDG (leaders/commitee) and (general) members	Irregular, verbal communication to (general) members. More than 50% of members are not informed of MG/WDGs work	Regular, verbal communication to (general) members. More than 50% of members are informed of MG/WDGs work	Good interaction between MG/WDG leaders and (general) members All members are informed about the MG/WDGs work
What is the role of the MG/WDG ?	Members have no idea of the role of the MG/WDG	Few members have unclear idea of the role of the MG/WDG (as explained in training/oreintation)	Majority of members ahve vague idea of the role of the MG/WDG (as explained in trainnig/orientation)	Majority of members have clear (and own) opinion of the role of the MG/WDG in their community

ANNEX G

Management	1	2	3	4
Is minuting done? Is minuting used?	No m inuting (lack of quorum)	Discussion takes place, but minuting is irregular and minimal (signatures only)	Regular minuting, but only main decisions. No plans	Regular minuting of decisions and plans Minuts are uses by management for follow-up on previous decisions and plans
How are activities planned and implemented ?	No planning takes place	WDG/MG plan activities with help form project and/or male advisors. Implementation tend to be weak	Activities are planned in mass-meetings with support from majority. Some support from project or advisors is needed in planning or implementation	Activities planned and implemented by the group
Does the MG/WDG complete planned activities?	No	Few activities have been planned, but not completely implemented. Management of activities is weak	Majority of planned activities have been completed. Management/mainte-nance sometimes weak	All planned activities have been completed as planned. The activities are managed and maintained well
How does MG/WDG resolve conflicts?	No conflict resolution takes place if conflicts arise	Mainly outsiders (project) take initiative to resolve conflicts - conflicts are not always solved	The MG/WDG leader (or otherwise respected person) take initiative to solve conflicts - almost all conflicts are solved with consensus of majority	Conflicts are always solved (by MG/WDG) with consensus of implicated parties - or all members

Linkages/ networking	1	2	3	4
Does the MGs/WDGs have any relations with other community (CBOs), the VDC and line agencies ?	No contact with them	Irregular contact with other CBOs No coordination of activities	Regular contact with other CBOs (at least 4 times per year). Joint meetings and planning of activities	More than 50 % of members of MGs/-WDGs are also members of other CBOs. Has good coordination with them
How is the relation to the VDC, line agencies or other organizations?	No relations at all	Irregular contact with the VDC. Ccoordination of activities is weak Often assistance from project/advisor is needed to approach VDC	Regular contact to the VDC, but only limited coordination of activities. Limited contact to line agencies or other organization	Regular coordination with the VDC and lineagencies or other organization - resulting in new activities or initiatives
Has WG/MG succeeded in tapping external resources (excluding project)	No, not aware of opportunities	No Aware of opportunities, but did not yet have access to external resources	Yes, has occasional financial or non-financial (training, technical advise) support from one NGO, VDC, or line agency	Yes, has regular financial and non-financial support from NGO, the VDC and/or line agencies or other organizations
How Independent are the MG/WDG ? (focusing on relation to project)	No such activities at all	Development activities depend completely on project. No independent activities carried out	At least one development activity **completely** initiated, implemented and monitored by MG/WDG with the use of own funds	At least 50% of the development activities are carried out by WDG/MG independently from project

Fund Mobilization	1	2	3	4
From what sources are funds collected?	No fund collected during last year	Irregular fund collected only from project subsidies	Regular fund collected from project subsidy and sometimes, limited, independent fund collection from membership fees etc	Regular fund collected from project subsidies as well as independent collection from other sources (fees, VDC, etc.)
How are funds used?	Not used	Used for loans	Funds are used for subsidized activities mainly	Funds are used for subsidized activities, for revolving fund, and for independently planned activities
Do the members benefit from group activities ?	Members does not feel they have any benefits from group activities	Group members have non-financial benefits like temple, water, etc. from activities Benefits are low compared to cost	Group members have non-financial benefits. These are positive in relation to work, money and materials invested	Group members get financial as well as non-financial benefits from group activities
Is accounting and financial recording system transparent?	No recording system	Weak recording - status is known to only a few executive members	Recording good - executive members know but general members are mainly unaware of status.	Regular updating of records, which are known by all members.

Representation & Participation	**1**	**2**	**3**	**4**
How are people, clusters, caste/ethnic groups of the MG/WDGs coverage area represented in the MG/WDG ?	Not all people, caste/ ethnic groups and clusters are represented in WDG/MG.	Clusters are represented but not all people and caste/ethnic groups	Majority of people, but all clusters, caste/ethnic groups are represented - but not equally (proprotionally)	All people, clusters, caste, ethnic groups are equally represented (proportionally)
What is the level of the members participation in planning and implementation of group activities?	Members are not active	Members attend mass meetings Majority are not active in implementation	Few members are active in planning Majority of members participate mainly in implementation of specific activities	Majority of members are active in decision making and implementation of activities
How active are women in general in community development?	Mostly women do no participate	Women participate only because of WDG/MG program, or legal demand	Women tend to be active in implementation of activities Not in decision making	Majority of women are as active as men in decision making and implementaton of community activities
Feeling of group ownership?	No one takes care about the group or activities	Weak sense of ownership. Activities are perceived as project 's activities and not as their own	Activities are seen as their own. But participation in activities is relatively low	Activities are seen as their own. Follow up on activities is good Participation in activities is high

For Forest User Groups:

Organization	1	2	3	4
Does the FUG Committee (FUC) have regular meetings?	No, almost never.	Irregular, ad hoc meetings when need arises.	Regular (at least 6 times per year), but with low degree of participation (< 50%) of members.	Regular (at least 12 times per year) with high participation of members (>50 %)
Does the FUC meet regularly invite all general members for meetings?	No, never.	Irregular, ad hoc meetings when need arises.	Regular (at least 2 times per year), but with low degree of participation (< 50%) of general members.	Regular (at least 2 times per year) with high participation of general members (>50 %)
Does all users know rules and regulations mentioned in operational plan?	Only a few users know about it.	Rules and regulations exist, but are not known by at least 50 % of the members.	Rules and regulations exist and are known to all members. Partly applied.	Rules and regulations exist, familiar to all members and always applied.
Adaptation and change of organisation or rules and regulations of FUG?	No changes since formation.	Size of the FUG changed .	Rules and regulations of FUG have been adapted by FUG on own initiative.	Both size of the organization as well as rules and regulations have been adapted on own initiative.

ANNEX H

Linkages	**1**	**2**	**3**	**4**
What is the relation to DFO and/or other outside agencies?	No contact with DFO or other agencies	Irregular contact with DFO, only for the legal approval.	Regular contact with DFO for assistance in legal matters and other activities	Regular contact to DFO. The DFO regularly follw up on the FUG's activities and forest situation
What level of Ownership feeling is there among users?	Very weak feeling of ownership. The users are still confused.	Weak sense of ownership, activities planned in the mgt.plan are not perceived as their own	Feelings of ownership exist but low participation in the activities.	Very good ownership feeling and high paricipation in every activities of FUG.
Has FUG succeeded in tapping external resources in the group?	No, not aware of opportunities.	Aware of opportunities, but did not yet have accessed to or tapped external resources.	Yes, has incidental financial or non-financial (training, technical advise) support from one VDC,DFO,etc.	Yes, has regular financial and non-financial support from DFO,line agencies and others.
Independence (focusing on new activities)	No activities at all.	Activities depend completely on project and/or forest office. No independent activities carried out.	Moderately dependent on project and/or forest office. At least one activity **completely** initiated, implemented and monitored by FUG with use of own funds.	Independent: at least 50% of the activities carried out by FUG independently.

Management	1	2	3	4
Leadership	No apparent leadership. It is only formality.	Leadership concentrated in one person.	Leadership functions concentrated in 1-3 persons, who do not represent the whole community .	Leadership functions shared with regular changes; leadership represents all groups of the users.
How are activities planned and implemented?	No planning takes place (other than the mgt. plan already prepared or in process).	FUC plans activities, but the users are not active in implementation.	Activities are mainly planned in mass-meetings of users, but implementation is weak.	Activities planned in massmeetings of all users and implementation done by appointed group of members as decided.
How does FUG take decisions?	No decisions made - unstructured discussion only.	Decisions are made, mainly by one or two members.	Decisions made by few members but supported by majority of members (or according to majority vote)	Decisions made are based on consensus of all UG members with high participation.
Is accounting and financial recording system transparent?	No recording system	Weak recording - status is known to only a few executive members.	Recording good - FUG executive members know but general members are mainly unaware of status.	Regular updating of records, which are known by all users.

Resource Mobilization	1	2	3	4
From what sources is fund collected?	No fund collected during last year.	Fund is collected only from major forest products (timber, fuelwood).	Regular fund collection from different forest products (include. grasses, fodder etc.).	Regular fund collection from different forest products and sometimes, other collections as well.
Are resources available for undertaking new activities?	No activity has been undertaken yet.	Only foresty related activities have been undertaken.	Forestry and one more activities have been undertakrn.	Forestry and more than one other actvities have been undertaken every year.
Is there any benefit generated by group activities?	No benefits recieved not perceived by group members.	Group members have recieved a few forest products; just few grass and fire wood.	Group members have recieved many forest products as they want and need.	Group members have been getting different benefits from forest products and others.
Is there transparency in the distribution of benefits to users ?	No distribution at all.	Products are not equally shared among users (only a small group profits)	All group members are getting benefit in an equitable way from the forest.	Disadvantaged groups getting more from the forest than those who are better off.

Representation & Participation	**1**	**2**	**3**	**4**
How are clusters, caste/ethnic groups represented in the FUC?	Not all caste/ ethnic groups and clusters are represented in FUC. .	Main clusters are represented but not all caste/ethnic groups.	All clusters, caste, ethnic groups are represented, but not proprotionally.	All clusters, caste, ethnic groups are proportionally represented.
Representation of women in the FUC?	Women are either not represented or represented on legal demand, but not active in any way	Women are represented, but are only active in implementation of specific activities .	One or two women in the FUC are active in both decision making and implementation.	Women form at least 40% of the FUC and are active in both decision making and implementation.
What is the level of general members participation in planning and implementation?	General members are not active.	General members attend mass meetings but are not active in implementation.	Majority of general members participate in implementation of specific activities.	Majority of general members are active in decision making (mass meetings - action planning) and implementation of activities.
How actively do women in general participate in planning and implementation of FUG activities?	Women do not participate.	Women participate only because of legal or rangers' demand.	Women particpate actively in implementation but not influential in decision making.	Majority of women are active in both decision making, planning and implementation.

GROUP DESCRIPTION

location:

VDC: _____ ward number: _____

cluster name: _____

name of the group: _____ started in: _____

type of group: _____

group composition :

general members:

	men	women	total
brahmin/chhetri			
DAG			
other (.....)			
total			

executive committee members

	men	women	total
brahmin/chhetri			
DAG			
other (.....)			
total			

group fund: NRs _____

used for: loans / group activities / not used / other

observations: _____

VDC: _____ ward number: _____ name of group: _____

ACTIVITY	WHO				WHEN	CURRENT STATUS	REMARKS
	PLANNED	COLLECTED FUNDS	IMPLEMENTED	MAINTAINED			

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