

# Democratizing civil society at grassroots

## Community Based Organizations (CBOs): Landscape, Capacity Assessment and Strengthening Strategy

Study Report Prepared for  
PLAN Nepal  
Lalitpur, Nepal  
July, 2005

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This study report aims to present a comprehensive picture of CBOs in terms of their number, functions, and capacities based on intensive field studies in more than 120 VDC of Nepal where Plan Nepal has been working. Based on the study finding the report also suggests possible ways to strengthen CBOs as a part of effort to democratize civil society at grassroots. The findings, interpretations and conclusions expressed in the report are entirely those of the authors and do not necessarily represent the view of the Plan Nepal.

**The Study Team**  
**July, 2005**

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## **ABBREVIATIONS**

CBO	Community Based Organization
CD	Country Director
CCCD	Child Centered Community Development
CFUG	Community Forestry Users Group
DDC	District Development Committee
DC	District Coordinator
ECD	Early Childhood Development
INGO	International Non-governmental Organization
NGO	Non-governmental Organization
PA	Program Accountant
PME	Participatory Monitoring and Evaluation
PMU	Program Management Unit
PRA	Participatory Rural Development
PU	Program Unit
PV	Program Volunteer
RCA	Risk and Control Assessment
TOT	Training of the Trainers
UG	Users Group
VDC	Village Development Committee

# Chapter One

## Introduction

### 1.1 Background

Plan Nepal currently implements about 30 percent of its programs through Community Based Organizations (CBO) in six districts. According to a Plan records, there are 498 CBOs spread across 120 VDCs through which Plan Nepal channelizes its funds every year for community development and other child related programs. The CBOs are considered as one of the most important partners at grassroots levels for planning, implementing and evaluating programs. The role of CBOs constitute central in relation to Plan Nepal's four pillars of Child Centered Community Development (CCCD) viz. networking and partnership, child centered programs, participatory process and strengthening group and organizations at local levels. In recent years, CBOs are also regarded to be essential institutions at grassroots to sustain development activities, attain inclusion of the marginalized section of the society and to democratize civil society at the grassroots.

During early 2004, Risk and Control Assessment (RCA) conducted by International Audit Department within the Plan International identified existing gaps and recommended for a systematic approach for CBOs capacity strengthening. The assessment indicated that current input for CBOs capacity enhancement is limited to training on financial accounting. Such training too was provided as tool for meeting corporate requirements of financial procedure than to actually strengthen the CBOs. The assessment indicated that there is a general lack of systematic approach to realize the principles of the organization to work with CBOs. The lack of systematic approach to CBOs meant its well-intended principles are limited to articulation in paper than translation in practice. Enhanced level of input and support from Plan Nepal, thus was viewed as essential part to enable CBOs for effectively managing, training and evaluating CBOs in line with the strategic principles and goals of the Plan Nepal.

An exercise to take stock of present scenario of CBOs at grassroots and their nature and extent of involvement and effectiveness was also deemed necessary in the changing context evolved during last decades. The fact that the number of CBOs and grassroots groups has increased dramatically through both governmental and non-governmental initiatives has significantly altered the situation compared to the circumstances when Plan Nepal embarked upon its work in Nepal. Within Plan Nepal too, the understanding and practices with regard to CBOs have undergone a several stages of development during last two and half decades.

With above background, a preliminary exercise for designing CBO capacity assessment and strengthening was conducted through field visits, and discussion with CBO members, NGOs and Plan Staff members including Country Director during May 2004. This preliminary assessment was largely an offshoot of a training evaluation exercise conducted by SAGUN during 2003. The CBO assessment exercise not only confirmed the recommendations of RCA but also identified number of other related areas that should be taken into consideration while systematizing CBO capacity assessment and strengthening work.

## 1.2 Objectives and Methodology

The primary objective of the CBO landscape and capacity assessment was to build an understanding of the present status of CBOs at the grassroots in terms of its geographic and functional distribution, community representative-ness and to identify areas of capacity enhancement needs. Specific objective include:

- built an inventory of all community based organizations in the area including those who have not worked in partnership with Plan;
- examine representation of different caste/ethnic groups and gender in order to ensure social inclusion and community representative-ness at CBO levels;
- assess current capacity and future need for CBO strengthening and enabling them to plan and implement the programs by the community themselves in a sustainable ways in future; and,
- Suggest a long-term CBO capacity development plan.

The study involved combination of methods. Beginning from review of Plan documents, consultation with other agencies and relevant literature on CBOs, the study team designed the assessment procedure in consultation with Plan staff members. The procedure involved a survey to find out a total landscape of CBOs, questionnaire interview to sample CBOs to assess their current status of representation, capacity and future needs. Both CBOs, partner and non-partner of Plan were included in compiling inventory. Out of total 744 CBOs inventoried, about one third was sampled for a detailed survey in order to collect related quantitative and qualitative information required for in depth analysis of capacity status.

Methodologically, active involvement of CBO members, Plan field staff and Training Coordinator made the study participatory and effective. The methodological focus was directed towards enabling the involved people for self-reflection and improvement. Staff members from each PU including Program Accountant (PA) and Development Coordinators (DC), and Paid Volunteers (PVs) were invited to facilitate for questionnaire survey and information collection from CBOs in their respective working areas. The PAs, DCs and PVs as frontline facilitators were provided with necessary orientation for the study including on-site supervision by the researchers from SAGUN. Involvement of Plan staff as frontline facilitators who managed to complete the inventory form and questionnaire to the larger possible extent, also served the purpose of self assessment in their work with their respective CBOs. The exercise also could help enable them to reflect upon to learn from the previous experiences, as well as incorporate their learning in suggesting future course of action.

The study team conducted semi-structured interviews and focus group discussions for qualitative analysis of CBO functioning to supplement quantitative data. More importantly, as meaningful CBO capacity assessment cannot be carried out in isolation of broader context of work, the study began by analyzing the Plan Nepal's policy environment within which they operate. Combination of analysis that includes CBO landscape and capacity within the context of Plan Nepal's policy and practices provides foundation for suggesting a priority action for capacity development plan for the future.



### 1.3 Organization and limitation of the study

This study report is divided into five major chapters. First chapter introduces the background, objectives and methodology of the study. Second chapter is devoted to Plan Nepal's approach to CBO. Third chapter present the landscape of CBOs, basically this section presents all the primary data collected through inventory and the fourth chapter discuss in detail the capacity status of the CBOs based on the findings of the survey. Fifth chapter deals with the capacity strengthening needs of the CBOs in the working areas and the concluding chapter presents the summary of major learning and priority actions suggested. Annexes provide the entire statistical table generated from inventory and survey, including the questionnaire used.

The study was carried out in a time span of about nine months. It took longer time than was originally planned mainly due to unavailability of the time of Plan staff to work as frontline facilitators in the CBO capacity assessment. As a part of design was to involve respective PUs in the total process of inventor zing and surveying with aide from external researchers, it demanded their additional time from regular responsibilities. Despite their sincere efforts, it was not possible to accomplish them in expected time. Although this eventually delayed the process, a regular sharing of the findings is thought to have helped Plan management to understand the existing situation and in turn to incorporate them into their periodic plans.

The scope of exercise also widen with each of the consultation and sharing meeting with the Plan management team. Despite the fact that it caused delay in time, collective process of search embodied in these sharing made the task much stimulating and meaningful. It was, nevertheless, difficult but provoking exercise to widen the scope of study by taking into board emerging new themes without additional resources.

Finally, the field context of violent political conflict that made mobility and meetings required for the study considerably hard poses certain limitation to the study. While the study was able to inventorize more than seven hundred CBOs, all the groups could not be included in the list for several reasons. Similarly the study team has to avoid the VDCs where conflict situation is much sensitive to be able to carry the task. Despite this, the number of CBOs that came in the inventory and sample chosen for the survey represents adequate number for meaningful conclusion and learning.

## Chapter Two

### Plan Nepal's Policy and Approaches to CBOs

#### 2.1 CBOs in evolution of Plan Nepal

Plan Nepal, which claims to be a humanitarian, child-focused development organization without religious, political or governmental affiliation, started its program in Nepal since 1978. Primary objective of Plan Nepal was to uplift the situation of children and women from the deprived and marginalized socio-economic groups. Since then the basic objective has remained similar but the approaches have shifted over time to address the problems in a better way and to ensure the sustained impacts. This is also true to its approach towards

working with CBOs. The major shift in the approaches can be illustrated roughly in a chronological order for the analytical purpose as following:

### **1980's : Construction Committees as CBO Proto-type**

Plan International, primarily as organization based on child sponsorship and accountable to the individual sponsors initially was focused on helping individual child through direct provisions of support in child welfare. The direct support, however, was not adequate to contribute to overall wellbeing of children without building community structures essential for child education and health. Community infrastructures such as roads, drinking water, school and child-care facilities, and so forth were dire needs that not only child needed but community as a whole required.

It is in the process of construction of these community infrastructures that first proto-type of CBOs emerged in Plan's history. They were not called CBOs then as the term only appeared in the developmental lexicon only during late 1990s. In Plan's terms in use at that time, they were referred to as Construction Committees. These committees were composed of members who were relatively better off of the society who could take initiatives to mobilize the people for necessary labor contribution for the task in hand. Plan channelized funds through these committees within its financial policy procedures.

Most of these construction committees lived until the construction project continued. Some might have converted themselves into users group for later maintenance and renovation of community facilities but such cases were rare. The linkages with Plan in terms of partnering lasted upto the completion of particular construction work.

### **Early 1990's: Groups by Sponsor Families**

The construction committees of 1980s were not necessarily composed of members who belonged to the sponsored families. The selection of a child for sponsorship done by the Plan staff was designed not necessarily to include entire households of the given area. This created a tension in the Plan's operation in the field in terms of need for supporting community as whole versus maintaining greater accountability and services to those families with sponsor child. The realization of such a need for ensuring inclusion of sponsor families in the committees resulted in a Plan policy to foster groups of Sponsor families. Through this policy which came into operation during early 1990s in Plan, the field workers helped the sponsor families to organize themselves into groups. A number of groups emerged out of this process brought the parents of sponsored child into various CBO like groups. It was an important achievement in bringing the poor sponsored families in the programs through these groups. Nevertheless, the groups could not function effectively as expected and mostly captured by local elites. Nor were these groups able to take responsibility for planning and implementing on their own effectively.

### **Late 1990's : Village Committees/User's groups**

The process of working with the sponsored families culminated in the notion of promoting village committees and Users group which include both sponsored and non-sponsored families from the community. Each village and *toles* were regarded as units for forming village committees often represented by each household. These groups were further

promoted to form larger federation at VDC levels. The Plan community development works were channeled through these groups in different villages and thought be effective way of service delivery in comparison to individual household approach. These groups often began with saving and credit schemes and embarked upon other activities depending upon the support of Plan.

Along the trend emerged in the country during 1990s, Plan and other agencies working in the areas started to form various users groups and management committees as well. The users groups included those of drinking water, irrigation, community forest management and others while management committees were mostly of schools and health centers. Further to these village committees, users groups and management committees, other groups formed as "interest groups" also came into being by late 1990s. Various sorts of income generation groups such as women's groups, livestock group, vegetable farming group, weaving groups and so forth came into existence.

By the end of 1990s, a number of diverse groups fostered by Plan as well as multiple other organizations emerged in the villages. The multiplicity of the groups at times were too confusing for villagers themselves. Many were created by outside agencies and had no basis for sustaining themselves after the external supporters move away. The process of birth and death of various organizations became a regular part of the village development work ran by the development agencies. Despite the call for sustained effort for coordination, there was not any anchoring body or idea to put the things together to give a larger and longer picture of where things were heading.

However, these confusing processes of configuration and reconfiguration of groups in the villages gave condition for rise of some of the promising groups at local levels that served their members and families in a sustained basis through their role as interface between outside agencies and the community. The emergences of plethora of groups were also signs of democracy gradually reaching the village.

### **2000 Onwards: Service CBOs, Women's groups, Cooperatives, Clubs**

The processes ongoing during 1990s, on positive side generated a number of strong community based organizations and deepened understanding of how they work. One of the salient features is the realization among INGOs and donor agencies on the need to work with the local CBOs in a systematic way. In many places the role of NGOs professionalized in service delivery or some aspects of technical skills were even taken up by the local groups themselves. The notion of service CBOs which ideally would provide services to the community members was one of the outcomes of this process. As a result Plan Nepal started to support in forming and financing local level service CBOs organized as Youth Clubs and other organizations after 2000. Women's groups in various parts of the working area emerged as viable institutions for supporting women's empowerment agenda. Similarly, small scale saving and credit groups graduated to become medium scale cooperatives. The emerging CBO scenario and associated approaches provided a greater option for agency like Plan Nepal to support CBOs at different levels. Despite such options available, Plan Nepal nevertheless continued to treat only those agencies created by or created in response to financial stimulus of Plan as its partner CBO to work with for certain policy constraints.

## 2.2 Definition of CBOs

As can be seen from the above discussion on the evolutionary emergence of multiple CBOs, there exist a plethora of ways to define CBOs. People may define Community Based Organization (CBO) differently, depending on their interest and implications. In general context, Plan Nepal considers those local organizations as CBOs, who are locally formed non-profit making organizations for the purpose of community development. These organizations have often emerged out Plan's direct engagement in the community development work hence work closely with them as partners. For practical purpose, Plan also has device criteria for ranking the CBOs in different levels. The basis for categorizing the capacity status employed by Plan Nepal is primarily about ability to use fund. Plan Nepal for example categorizes CBOs into three different grades; Grade A as highly competent who are able to spend above \$5,000; Grade B as Competent who are able to spend up to \$ 5,000, and Grade C as Less Competent who spends less than \$3,000. Plan definition of CBOs, therefore, appears broad in one hand to include any community groups to be a CBO, on the other hand, practical operation of Plan indicates a narrow way of defining them through fund use and grading in an arbitrary fashion.

Going beyond both abstract as well as financial basis of defining CBOs, there is a need for sharpening our conception of CBOs. One of the definitions of the CBO emerged out of the assessment stress on the situatedness of the organization in community. For example, in order to be CBO it must be from among the community, located in the community and working for themselves. Basing ourselves in this criteria, CBOs, broadly, can be taken as those organizations/or institutions which are locally evolved, operating in a micro scale, in terms of areas and activities, specialized in some particular activities of which members are bound with some organic relationship, viz. area, religion, occupation, caste/ethnicity, activities, and so on. Multiple forms of CBO that can be found in the rural areas today have been classified according to the area of operation for present study.

Legal status is another criteria often employed to differentiate, for example, between CBO and NGOs. Formal registration of a CBO is not thought essential for receiving fund from Plan, however they may register themselves. If CBOs chose to register, both CBOs and NGOs have to registered officially with HMG/N within the same Society Act. Legal status of an organization therefore, cannot be a practical way for distinguishing CBO with other agencies. A large number of CBOs, in reality need and wish for registration for official recognition and to become NGOs. Discussion with Plan Staff and CBO members indicate a crucial tension between two actors in terms of their perception regarding this distinction. While Plan Nepal wish to treat the CBOs as CBOs, CBOs themselves aspires for becoming NGOs. In CBOs aspiration, they would eventually replace the outside so-called professional NGOs in many areas by taking management responsibility including hiring of the technical staff or NGOs they require for the work. The tension is therefore, three dimensional involving CBOs, NGOs, and Plan Nepal.

The fluidity of CBO identity gives arbitrary power to Plan staff for defining who makes CBO and who a NGO. In practice, same organization may be treated one year as CBO while next year as NGO. This way of treating local organizations make many CBO members feel as if their identity depends upon Plan's wish and perception. During an interaction program in Makwanpur, representatives of CBOs/NGOs maintained that CBOs and NGO are

distinguished in terms of scale of activities and the resources they mobilized. CBO is understood as *Saano Sanstha* (small organization/institutions). For them, NGOs are more autonomous where as CBOs more controlled. This way of thinking virtually leads to the notion that CBOs exist and function as small scale vehicle for NGOs and INGOs. The question emerges why CBOs cannot become NGO like institutions which receives certain kinds of privileges from Plan and other donors including overhead and staff cost become local counterpart on civil society. CBOs thus have dual identity of both as CBO and as NGO.

The identity of a CBO changes not only in relation to Plan Nepal, but also when some other donor agencies appear in the scene. CBO members reported that since many of “us” have dual identity, whoever gives funds, they may define the organization in either way they like. As a result, there are many cases where one organization which has been treated as a CBO by Plan, has been working as an NGO with other donors. In conclusion, such confusion revealed in the field is largely a result of lack of clarity in the Plan Nepal's policy towards CBOs and bears challenge to capacity strengthening task.

### **2.3 Operational Structure and Policy Issues**

Current policy structure of Plan Nepal suggests that CBOs operate as interface between Plan Nepal/NGOs and community to implement the programs. There are number of issues related to its structure and mechanism that has direct bearing on CBO capacity. Firstly, following its past legacy of working exclusively with community organizations it has fostered, Plan treats only certain types of organizations as CBOs. These practices tend to include mostly those organizations as partner CBOs that help provide are services to community. This approach excludes a large number of grassroots self-help groups, users groups, management comities and other groups as CBOs.

When Plan channelize funds through CBOs, it expects from members of these CBOs a voluntary contribution without any overhead and staff cost support. This expectation is based on the assumption that members of CBO constitute the beneficiaries of the project they implement. CBOs are considered as recipient and delivery mechanism simultaneously. In this conception, they appear to be users group of a particular project. CBOs often point to the inconsistency in Plan Nepal's conception in providing overhead cost to outside NGOs for doing the same job as CBO does. There is no mechanism for compensating for the time and overhead costs including transportation expenses of those CBO members who actively involve in implementing the project.

Plan Nepal currently provides financial support on an annual basis. The involvement of CBOs in Plan planning processes is not very clear hence CBOs involvement as partner in particular year is subjected to change based on the criteria of Plan staff. Unpredictable nature of partnership contributes negatively to organizational growth of the CBOs. When they work in partnership with Plan, this basically means CBOs receiving funds from Plan Nepal to implement projects within the procedures that Plan formulated. This basically means CBOs implementing the project and collecting necessary accounting information for Plan. The organizational development aspect is practically invisible in these procedures. This further increases CBOs accountability to Plan Nepal following certain procedures and guidelines than becoming more answerable to community that they belong.

The Plan policy do not speak clearly of proper distribution of CBOs in a given area and population. Such lack of clarity exists not only for service CBOs but also for other self-help CBOs such as child club, early childhood care center, women's group, and others. Most of the self-help CBOs do not receives funds from Plan. Even when they receive funds it is arbitrary in nature. The linkages and relationship between service CBO and self-help CBOs are not very clear. The aspect of inclusion of diversity of community especially that of indigenous groups and dalits has not came to policy focus of the Plan Nepal yet.

In summary, larger principle of Plan Nepal in relation to groups and organizations at community levels including networking and partnership has a serious gap in translating it into practice. The current practice rather has danger of negatively impacting the growth of CBOs. There is need for developing a coherent policy framework for translating the promises to behavior at ground level. Such policy should gear towards setting up democratic environment for the civil society at grassroots levels in the future with particular attention on social inclusion.

### **2.4 NGO-CBO relations**

Many CBOs working with Plan Nepal, and other donors are of the common opinion that contracting out national NGOs to come to village creates a tension between CBOs and NGOs. They argue that the policy of ‘contracting’ national NGOs, who are ‘outsiders’ for communities, has not been of much help. Based on their observations, they presented the following arguments:

- i. Contracting national NGOs to work in the local level for the kind of activities, which can be done by the local NGOs or even CBOs limit the space for CBO growth in the local level, which eventually hinders the process of empowerment of the civil society at the grassroots.
- ii. Such national NGO, particularly in the present context of conflict, may not get the adequate support from community, therefore, effectiveness and sustainability of their work is always threatened, and questioned. Representatives of national NGOs interviewed during the field visit also agree that they are getting hard time in accessing and spending time with communities.
- iii. In such cases, it was also found that NGOs staffs have to rely on local CBOs or CBO members to deliver their message and materials. CBO member suggests it would desirable that concerned CBOs should have assigned such tasks rather than to the national NGO.
- iv. As observed by local NGOs and CBOs, such national NGOs are limited in delivering some activities as per Plan’s need, and less oriented and useful in capacity building in local level. Therefore, presence of such NGOs should be for capacity building of local organization, but not to distribute ‘seeds’ and ‘fertilizers’ that local cadres can do themselves.
- v. NGOs role must be distinct from what CBO does. Bringing technological innovation and enabling CBOs to grow for community development should be the role of NGOs.

## Chapter Three

### The Landscape of CBOs at Grassroots

#### 3.1 Geographic distribution of CBOs

As has been discussed in foregoing chapter, village Nepal have experienced a dramatic growth in outside interventions including formation of various kinds of groups during last three decades. The proponents of group approach argued that it is an effective means to service delivery while others proposed groups as forum for raising awareness, solidarity and finally empowering the community. The groups formed today in rural areas ranges from interest/self-help groups, cooperatives, users groups, management committees to those who call themselves service CBO that carry version of generic title such as Community Development Centre. During last three decades multiple numbers of outside development agencies have formed numerous groups in the villages, at times, overlapping each other.

Although development agencies have championed the group approach over the past, the agencies know little about the current landscape of CBOs in terms of its geographic distribution, areas of involvement and other aspects of its functioning. The question such as how many groups and CBOs do we currently have in one VDC? What has been their coverage in terms of area, population and services and finally what would be an appropriate number to have them in a given area are some of the pertinent questions that needs to be answered before we go further to work on capacity development.

With these questions in mind, the present study began with compiling an inventory of all existing CBOs and groups in VDC in which Plan Nepal is currently working. Like other VDCs in Nepal, Plan working areas also had multiple agencies forming various types of groups for several purposes. Plan Nepal had its own trajectory and evolution of forming and working with CBOs, but as one of the largest INGO in Nepal who implement programs with longer term commitment to the population, it is necessary as well as desirable to understand a total universe of the local institutions.

An inventory of CBOs compiled from 120 VDC from six districts shows that there are more than 744 CBO currently in existence. This number however is not necessarily exhaustive to cover all CBOs and other groups in the villages due to lack of information on the groups to information collectors. This we believe is conservative estimate. Calculation even with this conservative number shows that there are about 6.2 organizations in average per VDC.

The distribution across different districts also shows higher level of disparity between districts. Morang district, for example, has average number of 12 CBOs in a VDC while other such as Makwanpur, Banke and Bara have only 3.5 CBOs per VDC. This disparity can be accounted for two reasons. The first is that there is a tendency of getting higher number of local organizations in more accessible area with educated people. This is also co-related with the existence of donor agencies including Plan Nepal who provide financial support to such groups. The second reason is more of methodological one; simply indicating higher level of enumeration in one district than others.



Makwanpur falls much behind in inventorizing the CBOs that are operational in the area among other districts. The following table shows the distribution of CBOs across different districts:

**Table 1 Distribution of CBOs by district**

District	VDC covered in inventory	No. of CBO inventoried	In percentage	Average CBOs in a VDC	Percentage of CBOs sampled
Banke	26	103	13.84	4.0	16.74
Bara	13	43	5.78	3.3	13.73
Makwanpur	10	32	4.30	3.2	8.58
Morang	28	351	47.18	12.5	10.30
Rautahat	22	111	14.92	5.04	35.19
Sunsari	21	104	13.98	5.0	15.45
<b>Total</b>	<b>120</b>	<b>744</b>	<b>100</b>	<b>6.2</b>	<b>100.00</b>

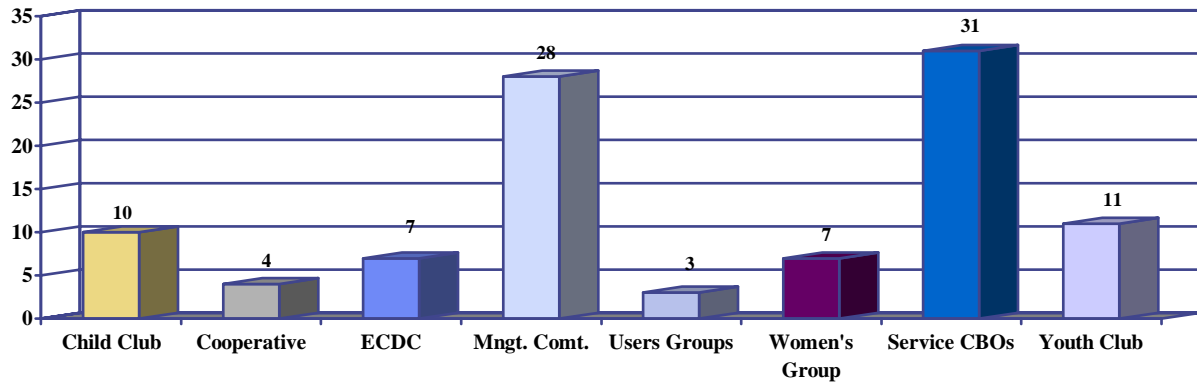
Source: Field Survey 2004.

The field observation further shows that the distribution of the CBOs within a VDC also is uneven. An emerging pattern suggest that the area with more accessible location with higher level of educated population within the VDC tended to have more functioning groups than remote village with poorer households.

### 3.2 CBO Classification

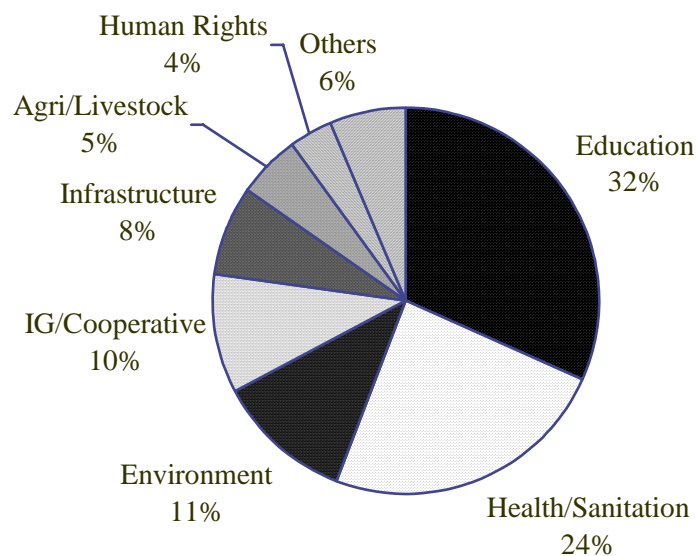
For present purpose, we have classified the 744 inventorized CBOs broadly in eight categories; namely Child Club, Cooperatives and saving groups, Early Childhood Care, School and Health Post Management Committees, Various Users groups, Women's groups, Service CBOs and Youth Clubs based on their nature of their primary involvement. However, each type of organization is involved in more than one function at the same time, therefore, it really is difficult to delineate them according to the work they perform. No traditional/indigenous organization/institutions have been identified and worked with by Plan Nepal. The present distribution of different types of CBOs suggests that Service CBOs and Management committee occupy the larger portion of CBO landscape. Service CBOs are defined as those groups, which implement specific kinds of program activities as subcontractor from Plan Nepal such as distribution of smokeless stove, materials for roofing or conducting literacy classes and others. Service CBO are highest in number with 31 percent followed by management committee with 28 percent. Others categories of CBOs include Youth Club (10%), Child Club (10 %), Women's Group and Early Childhood Development Centre (7% each). The following figure shows the distribution of CBOs in different categories:

**Figure 1: Distribution of CBOs by Category**



According to inventory, majority of the CBOs (32%) are involved in the education, child issues, followed by involvement in (24% of CBOs) health sanitation and drinking water programs. Likewise, 11 percent of them identified their major working areas as environment, forestry; whereas another 10 percent identified their major working areas as income generation and saving credit and women's groups. Some of them are involved in infrastructure development (8%), basically construction committee falls under this category. About five percent of them are engaged in agriculture and livestock and about four percent are in human rights sectors. The following figure shows the distribution of CBOs by area of involvement:

**Figure 2: Distribution of CBOs by areas of involvement**



In terms of their partnership, of total CBOs surveyed, only 66 percent of the CBOs had partnership with Plan Nepal. Those CBOs having partnership with Plan Nepal and those without were included in the study so as to compare CBOs' capacity in various areas with and without Plan Nepal partnership and inputs. Both partner and non-partner (of Plan Nepal) CBOs are diversified in terms of the area they are involved.

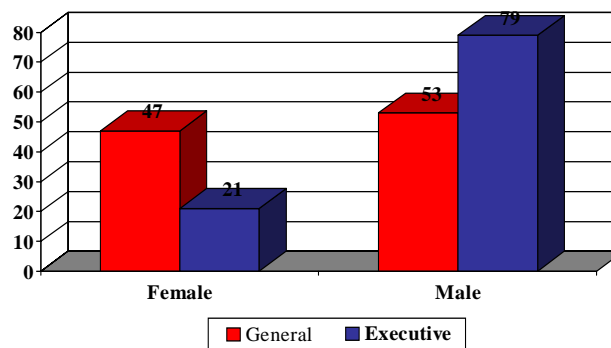
### 3.3 Inclusion and community representation

It is generally assumed that group approach could be an effective way to attain greater inclusion of the marginalization section of the society. Such assumption although carry certain level of truth, bears severe limitation and at times can disguise the exclusion at deeper level. The representation of the member of indigenous ethnic groups, dalits and women in the CBOs is taken as one of the main criteria for judging relative inclusion that is prerequisite to democratic governance of any organization. The study meticulously analysed the data obtained from inventory to look at the representation in CBOs by gender, caste and ethnicity at both levels of general membership and executive bodies responsible for making decisions.

The information obtained on the representation clearly shows that the number of males and high caste groups are found in higher number in CBOs than their population. High caste male is particularly acute in decision making bodies. Imbalanced representation or the social exclusion apparent in the current composition of the CBOs indicate an urgent need to make the existing CBOs composition representative of the community in true sense. This is also essential if we are to ensure that the CBOs which are thought to be mechanism for social inclusion do not become structures for enabling elite capture at local levels.

Many of CBOs are found to be formed by groups of individuals who are already familiar and closer with power in terms of their caste, political and economic status. In some cases, there exist some variations in patterns of social exclusion. Community Forestry Users Groups, for example, cross cuts social and economic boundaries in which membership are often territorially based. These groups are largely represented by a homogenous groups living in certain cluster. Analysis of social inclusion therefore needs to be conducted in isolation or in single CBO case basis but to look from resource

Fig 3 Gender Representation in CBO Membership



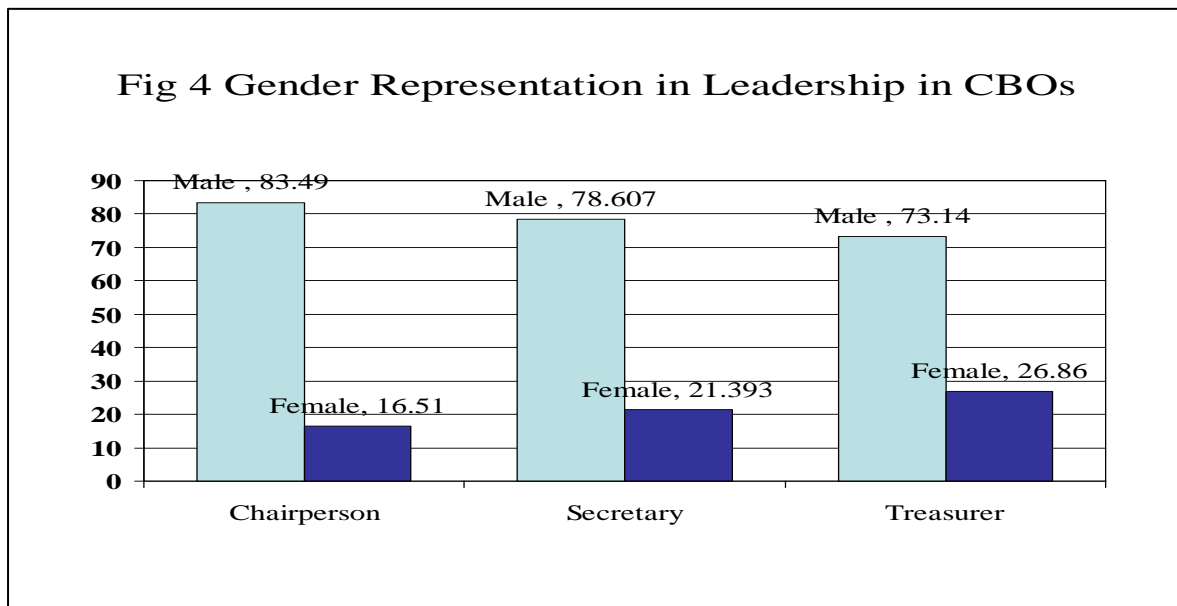
are

not

distribution perspective in whole VDC or a larger territory in relation to population composition.

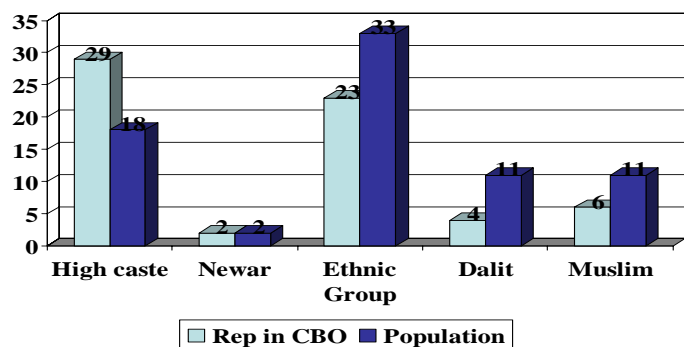
In terms of Gender participation, the study has revealed a very interesting finding. In involvement of women as general members, women outnumbered males. For example, there is 53 percent of female as compared to 47 of males (See Fig 3) in general membership. Whereas in terms of their representation in the executive committee membership, women's representation is only 21 percent and male occupy 79 percent of the position. The figure 3 shows the representation by gender against their population in the area.

The ratio of female and male is even dramatically unequal within executive committee positions. Figure 3 illustrates the female participation in the key leadership positions i.e. chairperson, secretary and treasurers. Thus, as a prima-facie, women participation in CBOs may seem considerably satisfying, their representation in the decision making position is very low compared to that of their counter part male (See Fig 4).



Similarly, in terms of representation of caste and ethnicity, the 'high caste', including Brahmin, Chhetri and Thakuri, occupy disproportionately a larger space compared to their population. Whereas all other groups are under represented with respect to the size of the population. Newars are exceptions who have equal representation against the size of their population. This further suggests for the need for interventions for

**Fig 5 Caste/Ethnic Representation in CBOs**

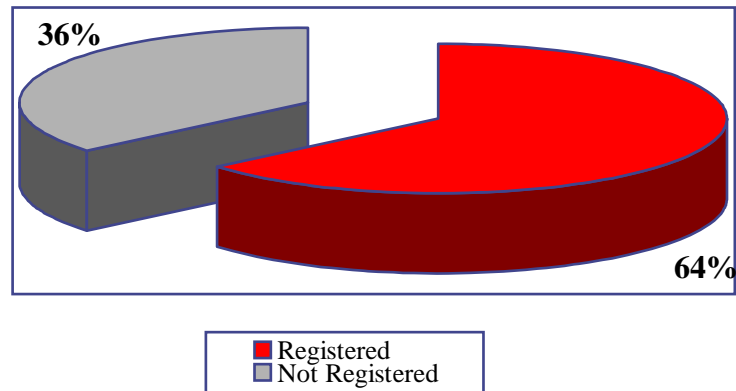


awareness and sensitisation with regard to inclusive CBO representation. The survey also reveals that in executive committees, the representation of *janajati* and *dalits* are relatively less compared to their presence as general members and their population (See Fig 5). In terms of inclusion of *Daltis* and *Janajati*, situation of the partners of Plan Nepal are better compared to non-partners. Such representation can be used as one of the indicators to see the pattern of resource distributions.

### 3.4 Legal Status

Most of the CBOs/NGOs, (here after CBOs to denote both) particularly working with Plan Nepal have been registered in the concerned authorities. In terms of legal status, all the registered CBOs are equal to NGOs. Motivation of registration is largely for establishing partnership with Plan Nepal or other donor agencies. In some cases, like in Sunsari, number of registered CBOs is higher compared to Morang, because, Plan Nepal expanded its work in Sunsari a few years later than Morang. CBOs in Sunsari thought that they have to be registered to get Plan funding or to get affiliated with Plan Nepal. Likewise, most of them are renewed on time due to a mandatory condition to get funds. According to the inventory data less than 64.5 percent of CBOs are registered and more than 35.5 percent of CBOs are non-registered (See Fig 6). However, many of them also maintained that they are in the processes of registering their CBOs.

**Fig 6 Legal Status of CBOs**



## Chapter Four

### CBO Capacity Status

While inventorizing the CBOs and Plan policy environment analysis comprised important part of the study in order to lay the foundation, assessment of capacity itself was the central focus of the present exercise. Assessment of the capacity entail first articulating what capacity would constitute against which appraisal could be carried out. The researchers through review of past experiences of Plan but not only limited to it, identified major areas of capacity areas to be assessed. The job of delineating capacity areas took into considerations the experience elsewhere besides Plan Nepal. Of those reviewed, the most important ones include those of the World Neighbor<sup>1</sup> and SNV/Nepal's<sup>2</sup> approaches to CBO capacity assessment and strengthening.

While capacity areas can be defined and divided according to the need of the organization and purpose of the capacity assessment, there are some common areas applicable to all organizations. Effectiveness in identifying who the organization is, what the organization does, how it operates and whom it relates are basically a common ways to view the areas of capacity. Since our concern here is that of local organizations that are based in and represented by community to serve their members, we have taken following capacity areas for assessment, which are, by and large, considered as the denominator for the performance and viability of local organization:

- Human resources
- Infrastructure
- Shared visions and values
- Governance, leadership and inclusion
- Resource mobilizations
- Internal management
- Linkages, networking and advocacy
- Program and Results

For in-depth analysis of capacity status of the selected CBO, the study covered all four Program Units comprising six districts where Plan Nepal directly implements its programs with local and/or national partners. Sample of 31.3% of the 744 CBOs listed in inventory were taken for intensive survey. The following table presents the number of CBOs inventoried and then surveyed during the study:

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<sup>1</sup> See for example "From the Roots Up: Strengthening Organizational Capacity through Guided Self-Assessment" Peter Gubbels & Catheryn Koss, World Neighbors.

<sup>2</sup> Organizational Strengthening: NGO and CBO Manual of SNV/Nepal 2004

Table 2 Distribution of CBOs in sample survey for capacity assessment

District	No. of CBO inventoried	No of CBOs surveyed	Sample Percentage
Banke	103	39	16.74
Bara	43	32	13.73
Makwanpur	32	20	8.58
Morang	351	24	10.30
Rautahat	111	82	35.19
Sunsari	104	36	15.45
Total	744	233	100.00

Source: Field Survey 2004.

While inventory only took basic information about the CBOs in terms of their representation, registration status, and areas of involvement, the detailed survey analyzed the capacity status of the sampled CBOs. The in-depth survey included CBOs who are working as Plan partner as well as those who did not had such relationship. The capacity assessment also adopted methodology to see the capacity of a given CBOs from different perspectives, i.e. as viewed by the CBO members themselves, the community members and those of Plan front line workers.

#### 4.1 Human Resources

Availability of human resources, which constitute the key element in moving the organization towards its goal, was taken as one of the key areas to assess organizational capacity. As can be seen from previous discussion, CBOs are by nature primarily voluntary. The number, skill and strength of voluntary members forming and working together for common benefit constitute the backbone of an organization. The study shows that group approach fostered by the developmental agencies during the past have greatly enhanced the trend in the rural areas to organize themselves on voluntary basis to take certain initiatives at local levels. Except those who were designed to operate as NGO through salaried staff to provide services to community, the entire CBOs whether it be formed by outside donor agencies or by community members themselves have considerable strength in mobilizing voluntary members. Although number of members in each group vary in a considerable degree, analysis of 744 CBO shows that each of CBO mobilizes 15-35 voluntary members for the task.

Only an insignificant number of CBOs can afford to pay the human resources they mobilize. The engagement of these voluntary members by nature is part time not are necessarily able to sustain in terms of involvement over time. This is particularly true for youth members of Service CBOs who tended to get pressure for joining earning employment for sustaining themselves and their families. In many cases, CBO members do not only contribute their time voluntarily but also cash in the course of implementing the projects in partnership with

Plan. Such contribution would include transportation, food and accommodation expenses during travel and minor office maintenance cost.

The survey revealed that most of the executive members of CBOs have received common types of trainings particularly offered by the organizations they are working with and affiliated. For example, almost all CBOs that are working with Plan Nepal have received book keeping/account training. In some case they have also received training on Participatory Appraisal and Training of Trainers. Altogether, 4528 persons from various CBOs reported to have participated in training programs during past years of which 61% were male members of the organizations. As has been discussed earlier, the training provided to members of the CBOs are not necessarily coherent in term of gearing towards organizational development. A pattern emerged shows that the Plan Nepal offered same training every year in which CBOs send same persons as participants.

There are other types of training that members of the CBOs receives in relation to the specific project activities they implement. Training on improved vegetable farming, ECD facilitator training, or plumbing training are some of the example. Although these training are important in themselves, they do not necessarily form part of the input for organizational growth. Members' perception on training received and their application in the work is presented in the following table:

**Table 3 Utilization of skills and knowledge in planning and implementation**

District	no trained or staffs members	few members are trained but skills are not utilised	skills and knowledge are utilised	skills learned are utilised effectively	NF	Total
Morang	4	0	14	6	0	24
Sunsari	7	1	13	11	4	36
Makwanpur	0	5	11	3	1	20
Rautahat	4	6	48	23	1	82
Bara	5	1	18	8	0	32
Bake	2	10	12	14	1	39
Total	22	23	116	65	7	233
Percentage	9.44	9.87	49.79	27.90	3.00	100.

The table shows that only 27.90 percent of them have claimed that the skills they have learned are utilised effectively. About half of the respondents (49.79%) are in satisfactory position. About 20% of the CBO feel that they either do not have any trained human resources or only very few are being trained.

## 4.2 Infrastructure

Most of CBOs maintain small rooms as meeting place or offices. In some case they are rented but largely they are provided free of cost by some members or well-wishers to use as office temporarily. Very few of them have their own office premises with 1-2 room office



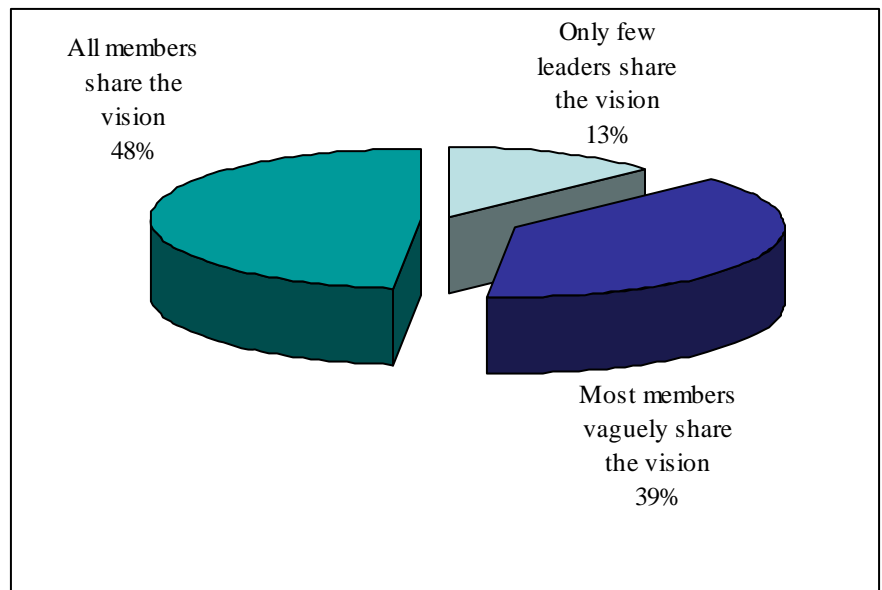
building. According to the survey, almost one fourth (23.4 percent) of them who have partnership with Plan Nepal maintained that they have their own office premises, as against only 16.5 percent of CBOs who are not the partner of Plan Nepal at present mentioned about their own private office premises. Similarly, 50 percent of CBOs who are partnering with Plan Nepal have rented room(s) for their offices, where as only 16.5 of CBOs who are not partner of Plan Nepal at that time have rented the room to set up their office. In a very few cases, (and was also observed during the field visit) that their office buildings are being constructed. Generally these offices are furnished with local materials. 69 percent of the surveyed CBOs reported that their offices are furnished at minimum levels.

Physical facilities in terms of office equipments that can facilitate the work also is limited. Only 11% of the CBOs have cycles for transportation during official work. This is also limited to Terai districts. Similarly only 7% have access to telephone. Encouragingly, about 4% are found to have computers for record keeping and general correspondence.

### 4.3 Shared Vision and Objectives

Common vision in terms of simple understanding of doing something for local development is widely shared among members of the CBOs in general. This vision of doing development at local level often is a response to stimulus coming from outside. Very few CBOs, however were found, which were self-motivated and working according to local needs and local resources. Many of CBOs are donor fund oriented, therefore, largely donor driven; and, who honestly stated their mission to suit donor's interest. Despite this, the survey revealed that almost half (48%) of the CBOs claim that all of their members know and share the vision, while only few (13%) reported that only leaders share the vision and rest of the members are not aware of the organisation's objectives (See Fig 2).

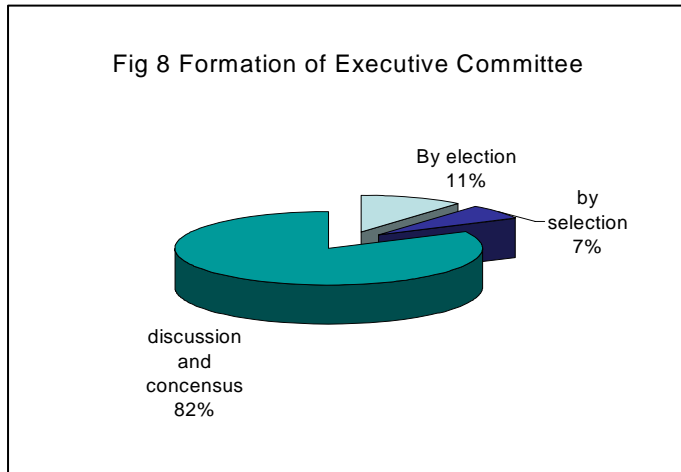
Fig 7 Clarity of Vision and Purpose of Organization



#### 4.4 Governance and participatory procedures

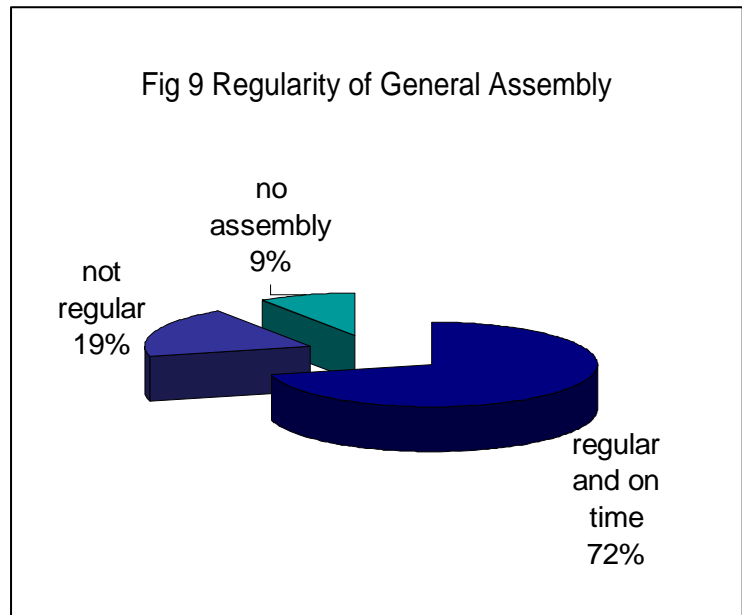
##### General Assembly and Election of the Leaders

Most of the CBO, particularly one working with support from external support hold general assembly annually. The formation of the executive committee too is done with discussion and consensus in the case of 82 percent of the CBOs. Only 11 percent of them formed their executive committee by elections, where two or more than two candidates contested for the same posts in the key position of the executive committee. Seven percent of the CBOs also reported that their committees were selected by some individuals or groups, in some cases, by outsiders (See Fig 8).



In large number of cases, CBOs are led by the same leaders for three to five years. In some CBOs who have longer history, for example, more than 10 years, whole new set of executive committee have been emerged, as they revived those CBOs in their locality which have already generated some social capitals. The second line leadership although is a generic problem common to all, some CBOs appears to have managed to get to this threshold.

A majority of CBOs (72%) maintained that they hold a general assembly regularly, however, about one fifth (19%) of them stated that they hold the general assembly, but are not regular. A few of them (9%) have never held a general assembly, so far (See Fig 7). This is, particularly for two reasons, first, they are just registered, or are not renewed annually; and second, they have no general members. A few cases observed also included those CBOs which are not receiving any funds from outside.



##### Meetings and Minutes

Frequency and regularity of meetings

and keeping of minutes are very much determined by the nature of activities of CBOs. The frequency of meeting ranges from one week to six months. The following table illustrates the frequency and regularity of the meetings and availability of the minutes by district:

**Table 4 Minutes/proceedings of the meetings maintained and available**

District	no minutes kept	not yes, but sufficient	most yes, members know it	all members are aware of minutes and decisions are reviewed	Total
Morang	0	1	17	6	24
Sunsari	0	3	14	19	36
Makwanpur	0	0	10	10	20
Rautahat	0	0	24	58	82
Bara	0	0	7	25	32
Bake	3	4	7	25	39
Total	3	8	79	143	233
<b>Percentage</b>	1.29	3.00	33.91	61.37	100

Source: Field Survey 2004

As can be seen in the above table, majority of the executive committees (61%) of CBOs meet once a month. About 14 percent of them meet bi-monthly and about 11 percent meet fortnightly. Rest of the CBOs have very discrete routine, some of them mentioned that they meet weekly, others quarterly, and half yearly. The survey result shows that in most of the cases, majority of the members participate in the meetings which may sounds a bit exaggerated in everyday practice found in the villages. A common practice for all is that they hold a meeting, besides their regular meetings, 'as and when needed'.

Almost all of them (about 98%) of them claimed that they keep minutes of all meetings. Few of them (3%), reported that their minute keeping is not adequate, and nor is maintained in a proper way. About 34 percent of them reported that minutes are kept, but only few members of executive committee maintain it, and other members do not bother about it. Majority (61%) of them maintain that, they not only keep minutes, but most of the members know it, and minutes are reviewed in the next meetings. During the assessment exercise, PVs in fact requested to show the minutes for verification. It was basically a technique employed to validate or triangulate the data reported by the respondents. In large number of cases PVs were able to verify actual minutes irrespective of their content and subsequent implementation.

#### **4.5 Internal Management**

##### **Work/Responsibility Division among the members**

The clear and explicit work division among the members could be considered one of the indicators of maturity of the organization and democratic practices. However, the work division within the organization in the given context is largely determined by the number and the nature of projects they are handling. During the field visit, no such work divisions was

apparent where few (executive) member heads a project and takes responsibility for the successful execution of that project is a common practice. Hence generally it is always a couple of active members who take hold of all the activities and responsibilities, from fund seeking to daily operation of the office.

On the contrary to our observations of general practice found among majority CBOs, the survey data revealed that almost 82 percent of the responding CBOs reported to have a clear work division within the organization and carried out accordingly. The following table presents the situation of the work division among members within CBOs.

**Table 5 Divisions of responsibilities/tasks among members**

District	no tasks division	yes, but not clear to all	Yes, but not followed	Clear and carried out accordingly	Total
Morang		1	9	14	24
Sunsari	3	2	3	28	36
Makwanpur	0	0	6	14	20
Rautahat	2	0	6	74	82
Bara	0	1	3	28	32
Bake	1	0	6	32	39
Total	6	4	33	190	233
<b>Percentage</b>	2.58	1.72	14.16	81.55	100

Source: Field Survey 2004.

### **Account Keeping**

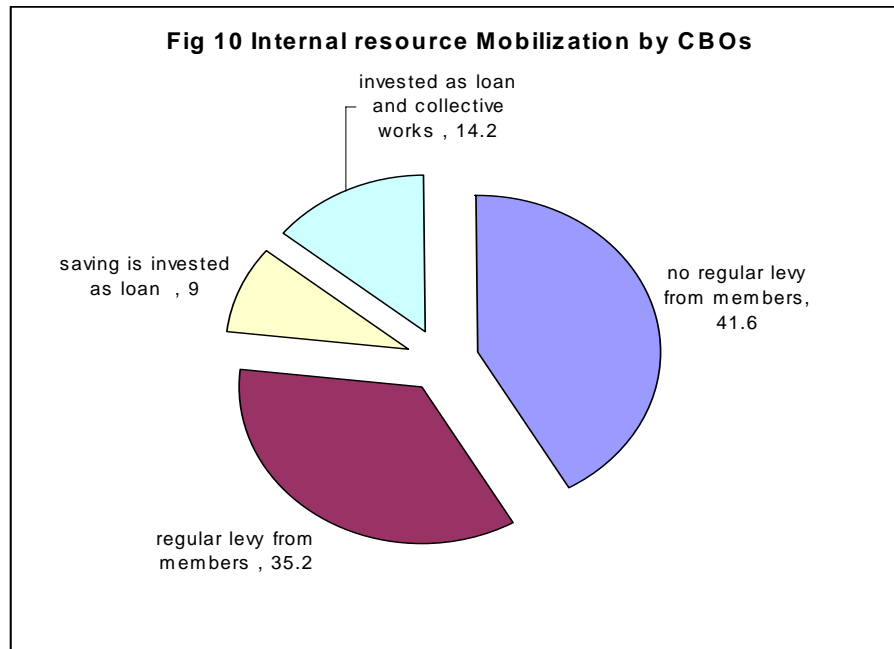
Largely due to funding agencies' requirements, majority of CBOs (89%) have maintained their accounts properly. In fact the members of CBOs have also received adequate training on that part. Those who have not received such training agree that their financial system is not properly kept, or they are kept for temporary purpose only. Especially Plan Nepal partners (Plan Nepal staffs use the term 'partner' to CBOs, whereas CBOs use the term 'donor' to Plan Nepal) are found capable in maintaining good financial records. It was also reported that the donors consider such records as one of the main indicators of monitoring of the program.

### **4.6 Resource Mobilization**

Capacity to generate resources, internally and/or externally, very much determines the sustainability of the organization and the program they are carrying out. During the field observations a number of cases were found in which CBOs have mobilized their own local resources, or have been able to diversify their sources of funding. Internal sources generally come from levy of the members and CBO do not have many other sources to generate resources locally besides labor contribution by members.

CBOs working with Plan are often depended on one source, and less oriented in diversifying their source of funding (See Fig 10). Lack of presence of national NGOs has also limited their opportunities. Availability of government fund is very much limited. Some of the CBOs reported that they want to establish relations with other funding agencies also, but they do not

have enough information and access to such agencies. The following figure shows the CBOs with internal sources of income:



Despite such difficulty in resource mobilization, estimation of annual resource mobilization by the CBOs in 120 VDCs shows a significant level of mobilization at larger picture. 744 CBOs inventorized during the study reported that altogether they mobilize 215 million rupees for various purposes during last years. Out of the total resources mobilized 26% actually are mobilized internally by the community themselves. The following table shows the amount CBOs in each district mobilize annually.

**Table 6 Summary of annual budget of CBOs**

S.N.	Districts	NO of CBOs	Annual Budget (Rs in million)				Total
			Internal budget		External budget		
			Rs	%	Rs	%	
1	Banke	103	17.01	29	41.57	71	58.58
2	Bara	43	1.40	5	26.60	95	28.00
3	Makwanpur	32	4.29	25.4	12.64	74.7	16.93
4	Morang	351	15.30	28.1	39.11	71.9	54.41
5	Rautahat	111	9.09	32.6	18.81	67.4	27.90

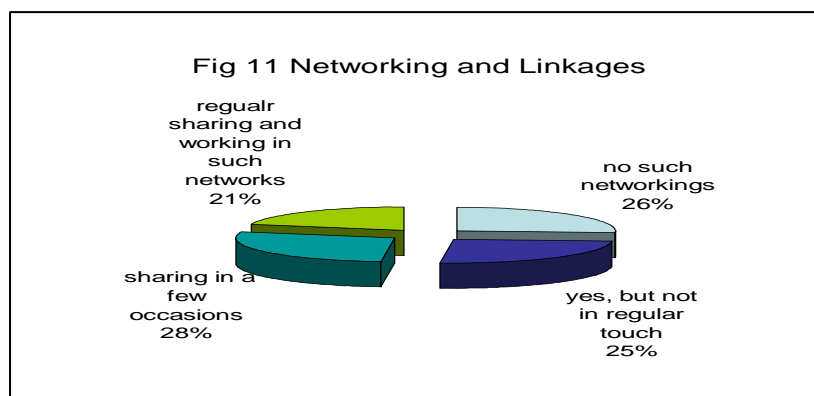
6	Sunsari	104	9.04	30.5	20.63	69.5	29.67
7	Total	744	56.17	26.1	159.39	73.9	215.56

**Field survey, 2004**

The disparity between different CBOs in terms of their ability to mobilize resources is, nevertheless very high. Among 744 CBOs, there are, for example, 171 organizations who have not resource mobilized at all. An average annual budget with both internal and external resources is calculated to be about rupees 370,000. Some of the CBOs mobilize annual resources upto 10 million rupees per year.

**4.7 Linkages and Network**

Some of the CBOs, including local NGOs, are in one or another types of networks. However, the CBOs reported that no such supports or benefits have been received from such networks, except a few chances in participating



in some seminars, workshops, training and other gatherings. Probably, it is also due to the limitation and working modality of such networks.

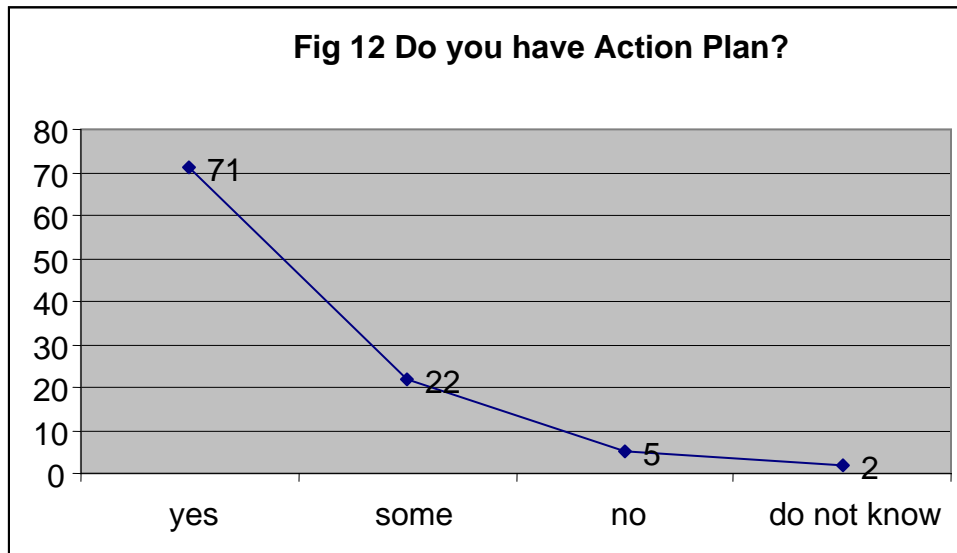
CBOs have launched some of the activities, which have national/global significance, e.g. prevention of early child marriage, birth registration, women rights, etc. They have been observed as activity of CBO than social movements.

**4.8 Programs and results**

**Planning, Implementation and Monitoring**

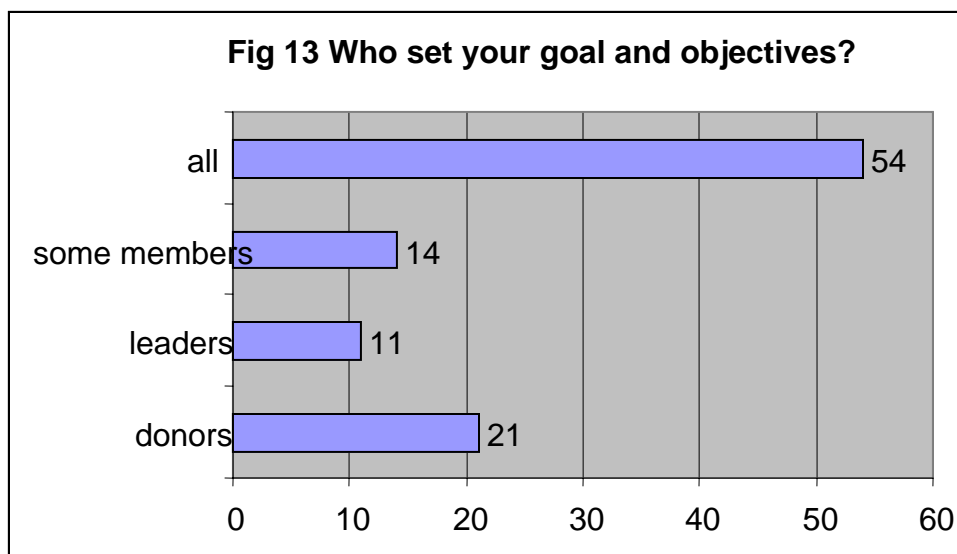
Capacity to plan, implement and monitor relevant program activities constitute central concern for effectively functioning CBOs at grassroots level. Setting up of system and acquiring necessary technical skills for implementing and monitoring them is one of the fundamental gaps in CBO capacity. The study reveals that there exists a wide acceptance of the need for collectively formulated organizational plan. The majority of the CBOs perceive that they have some sort of action plan and are able to draw as plan. But more than one fourth organizations indicated lack of understanding of what actually constitute the plan and its importance. The skill to effectively plan is also associated with their capacity to analyze

the their community situation and identification and prioritization of problems. The following figure shows the present status of planning capacity among CBOs:



Even those who have reported to have plan of action also primarily meant Program Outline (PO)- the administrative format prescribed by the Plan Nepal for reaching any agreement between CBOs. The lack of skill for analyzing their society, identifying priority problems and collectively formulating plans is a major need for capacity strengthening at local levels.

Agreeing on the objective constitute the major task in the planning process. The objective reflects the analysis of the social problems and desired future direction. The involvement of the community in the process with necessary skill and knowledge is extremely important. In order to assess the current level of capacity in formulating meaningful objective, the study asked question regarding the process of objective formulation. As the following figure shows, about half of the CBO have not yet attained the level where they could formulate their objective in consultation with all members. Very interestingly 21% of the CBOs reported that their organizational objectives are set by the donor agencies.



Subsequent to planning is their capacity to implement them. While planning is specialized task requiring certain kinds of skills, implementation is much broader in scope. The effective implementation of the project would entail coordinating a large number of community members, resource agencies, as well as ensuring appropriate technological needs, and timely supervision. No other stage of CBO operation would require so much of leadership and facilitation skill than the project implementation.

As can be seen in the following table, only two third of CBOs perceived that their planned activities are being effectively implemented. Rest of the organizations felt some kind of difficulties in successfully executing the task.

**Table 7 Implementation of planned activities**

District	Not very effective		Yes, but few activities only		According to plan but delayed		All activities are running as per planning		Total
	Total	%	Total	%	Total	%	Total	%	
Banke	6	15.8	11	28.9	4	10.5	17	44.7	38
Bara			3	9.1	2	6.1	28	84.8	33
Makwanpur			5	25	1	5	14	70	20
Morang			8	33.3	4	16.7	12	50	24
Rautahat	2	2.4	13	15.9	4	4.9	63	76.8	82
Sunsari	2	5.6	10	27.8	4	11.1	20	55.6	36
<b>Total</b>	<b>10</b>	<b>4.29</b>	<b>41</b>	<b>17.6</b>	<b>19</b>	<b>8.2</b>	<b>154</b>	<b>66.1</b>	<b>233</b>

Field survey, 2004

Monitoring can be taken as part of the implementation process, which not only serves as tool for later evaluation but also aid to the implementation itself. Monitoring is a specific kind of skills that CBOs should possess for being effective in serving their respective communities.



The survey results indicate that only half of CBOs perceive its importance and practice in some levels. About one fourth of organizations have donors monitor their programs and have not control over the process. Some of the CBOs even do not have knowledge about what constitute monitoring itself. The following table presents the responses of CBO members about the participatory monitoring, evaluation and management of learning.

**Table 8 Monitoring and evaluation of the programs and management of learning**

District	no such monitoring of the program	donors monitor the program	organization does the monitoring but not been able to manage	organization does the monitoring and	Total
Morang	0	6	8	10	24
Sunsari	0	10	7	19	36
Makwanpur	1	2	9	8	20
Rautahat	2	24	9	47	82
Bara	0	10	6	16	32
Bake	3	8	4	24	39
Total	6	60	43	124	233
<b>Percentage</b>	2.58	25.75	18.45	53.22	100.00

Source: Filed Survey 2004

More specifically, 53 percent of the responding CBOs have maintained that their organization regularly do the monitoring and manage the learning, i.e., learning lesson from the past experiences and improvement in the following programs but not making the same mistakes. About 19 percent of the responding CBOs have mentioned about a very genuine problem, that is, they do the monitoring but, do not know how to manage the learning. For about a quarter (25.75%) of responding CBOs, donors do the monitoring.

### Program results

CBOs overall capacity level may be seen in the program result it perceives. CBOs, self assessment of their performance should reflect upon impacts they could have made through their engagement in the community. The perception on the result at different levels both direct and indirect may vary depending upon particular circumstances, but can provide basis for gauging the capacity status. The following table presents the assessment of responding CBOs with regard to the level of impacts their work might have on the community.

**Table 9 Effects and Impacts as Perceived by CBOs**

District	no such effects or impacts have been visible	few impacts, but not to problem solving	few impacts have been apparent	some direct/indirect impacts have been occurred	Total
Morang	0	2	10	12	24
Sunsari	0	8	13	15	36
Makwanpur	0	2	8	10	20
Rautahat	5	7	29	41	82
Bara	1	2	15	14	32
Bake	2	6	9	22	39
Total	8	27	84	114	233
<b>Percentage</b>	3.43	11.58	36.05	48.93	100.00

Above table shows that majority of them feel fairly satisfied with the impacts their programs have made. About 49 percent of them claimed that there have been some direct and indirect impacts due to their programs. Likewise, about 36 percent maintained that there have been few but visible impacts of their programs. More than half other yet to attain the status when they can feel fully satisfied with their program results reflecting better performance.

Since Plan Nepal is primarily concerned with wellbeing of children and most of its activities are concerned with child focused program the study also surveyed perceived impacts on the child centered program in the community. In terms of the impacts of the child centered programs in the community, the answer, however, varied according to the nature and functions of the CBOs. Overall picture suggests that only about one third of the CBOs felt they have been able to directly bring about positive impact on the lives of children. The following table summarizes the response on impact on the child related programs:

**Table 10 Impacts of Child Centered Program**

District	no such impacts	a few examples, but not effective	direct impacts are visible	not approach to genuinely child centered	effective to make it child centered	Do not know/not thought of/NA	Total
Morang	1	12	4	1	6	24	
Sunsari	1	4	9	11	11	36	
Makwanpur	0	2	6	2	10	20	
Rautahat	5	8	37	11	21	82	
Bara	1	4	15	7	5	32	
Bake	2	2	18	7	10	39	
Total	10	32	89	39	63	233	
Percentage	4.29	13.73	38.20	16.74	27.04	100	

It is equally important to note that a larger portion of CBOs (27.04%) were not even able to trace some impacts with regard to child centered programs. Similarly, a significant numbers of CBOs stated that the approach they are following is not appropriate or genuine enough to make the program more child-centered.

## Chapter V

### Capacity Strengthening Needs

#### 5.1 Training Needs for Capacity Strengthening

Capacity strengthening need encompasses three major aspects of organizational development; system, structure and skilled human resources. The present study focuses on the knowledge and skills of the available human resources within the organization so that they are able to create necessary and appropriate kinds of system and structure for their work. In order to further strengthen the capacity through enhancing knowledge and skill of the CBO leaders and members, they have proposed several areas of training needs. During the field visit, group discussions and personal interviews, all commonly responded that they lack certain skills in the areas like, planning and proposal writing, report writing, and leadership training and others. Besides respondents also categorically highlighted need to access to the donors or funding agencies as major part of the capacity. The skill to build linkages with various resources agencies therefore, constitute an important areas of capacity need besides need for better infrastructure and ability to retain skilled human resources.

Among various learning needs identified by the participants training needs on planning and management for effective implementation comes as critical aspect to be improved. Within the rubric of management various themes such as leadership, facilitation, coordination and others are included. Altogether there are 26 specific training topics listed as desirable as input for capacity enhancement. The participants have ranked the training topics identified according to their relative importance (See annex for details). The following table shows the major areas of needs, as prioritized by the responding CBOs:

**Table 11 Needs Prioritized by CBOs**

Topics	Ranking
Leadership	17.5
Management	17.0
Financial management	14.3
Planning and implementation	12.5
Participatory appraisal and social analysis	5.8
Capacity on technical skills	5.2
Gender issues	3.3
Others (18 types)	24.5

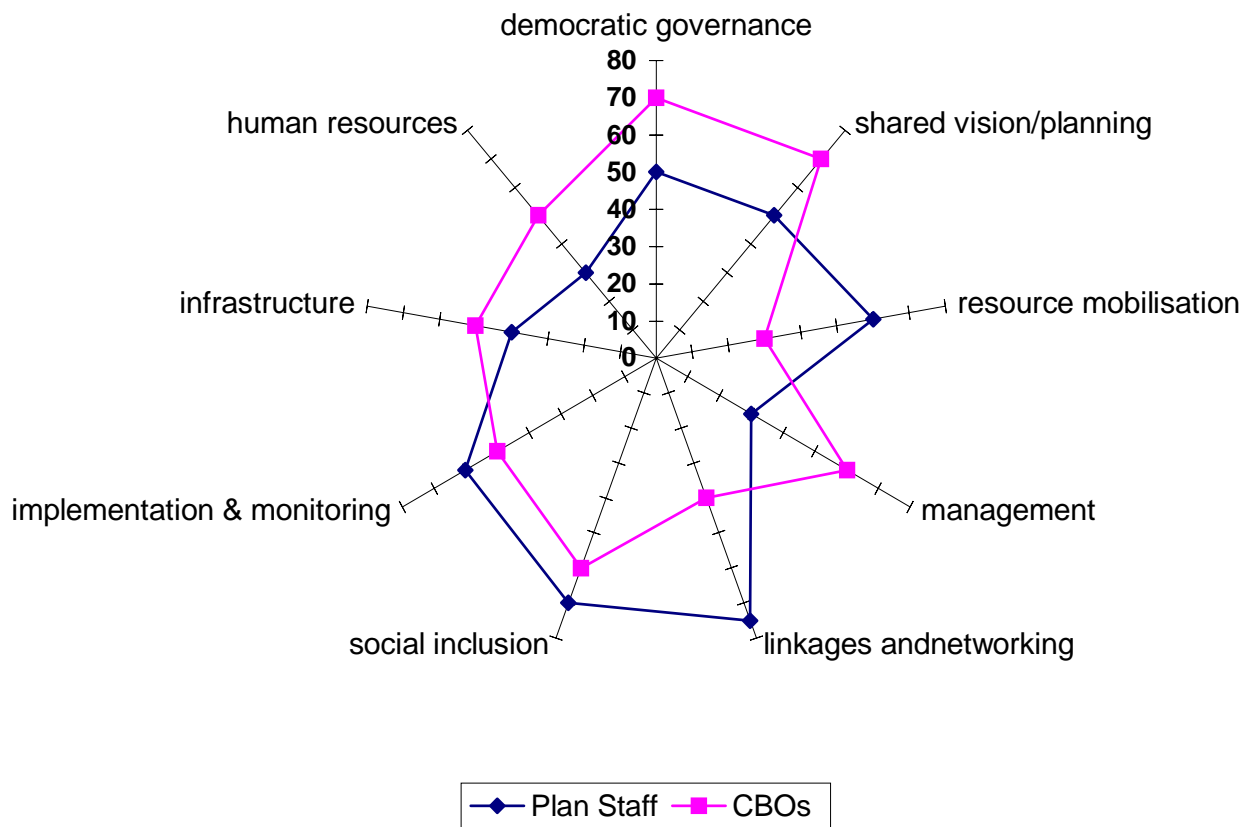
Above ranking of top most seven topics for training suggests that the need for systemization of planning, implementation and organizational procedures are the key capacity strengthening need perceived by the CBO members. A genuine question ever asked among development professional is whether the training one receives is properly utilized in his/her organization or in his/her professional fields. Organizational environment that enables one to

use the skills learned through various training is essential for the desirable use of skills acquired through various learning tools.

## 5.2 Comparison of Plan Staffs and CBOs perspectives on Capacity Needs

In order to obtain a broader picture of capacity status of the CBO status the study team conducted an assessment of CBOs in relation to nine key dimensions of organizational capacity. The aspects assessed ranges from social inclusion, democratic governance and shared planning to specifics of monitoring and evaluation. Further, the assessment exercise also made an interesting comparison between perceptions of Plan staff and CBO members themselves. As the following figure depicts, while there are similar perception regarding some aspects of the CBO capacity, other possess considerable gaps between two partners. The following figure shows CBO capacity assessment in a spider diagram by Plan staff and CBO members:

**Fig 14 CBO Capacity Assessment: A Spider Diagram**



The scorings were made during the different focused discussions while carrying out this exercise. The exercises were carried out in various districts although had rigorous engagement in Morang and Sunsari context. Field observations and different discussions held suggest that this assessment can represent general scenario for all districts and even for country as a whole to a large extent. As can be seen in the figure Plan staffs scored higher on resource mobilization, linkages, implementation/monitoring and social inclusion higher than CBOs themselves. In all other variable CBOs are found to be more generous in evaluating themselves compared to Plan staff. While a considerable gap in the perception on viewing resource mobilization and linkage is visible between two actors, there are notable similarity in viewing capacity status in social inclusion and infrastructure needs for the organizations. The variation, therefore, can be taken as the basic difference in the perception and priorities that can help for dialogue between two actors in partnership. It may also indicate existing communication/perception gaps between CBOs, PVs and Plan staffs.

## Chapter Six

### Major Learning and Priority for Action

#### 6.1 Summary of Major Learning

1. CBO growth has diversified dramatically during last decades after various development agencies have adopted group approach as major mechanism to reach out the community. As a result of such intervention from both governmental and non-governmental entities, CBOs are formed in multiple issues and diverse ways. Such diversity of CBOs bears both advantages and disadvantages to the sustainable development work in the village.
2. Despite the fact that there has been growth of multiple CBOs, the coverage so far has not been equitable, as they tend to concentrate more in accessible area with educated population than remote location with deprived groups. Further social composition of these groups indicates a need for becoming more inclusive to overcome from present domination of high caste male domination in CBOs especially in decision-making process.
3. Existing CBOs can be classified in two broad categories on the basis of their nature; those self-help/interest groups and service organizations- those involved in providing services to smaller self-help or interest groups. The self-help groups are based on principle of self service to its members organized around on common interests. The self-help groups may include groups like child club, saving groups, women's group, and various users and management committees while Service CBOs may include those organizations formed by active group to provide services to local communities. The capacity needs of those two categories of groups should be viewed in their specific context of operation.
4. The present policy environment with the Plan Nepal although is very sound at principle levels, in practice is not necessarily empowering to the CBOs. Groups and organization stands as pillar of strategic principles in Plan Nepal's articulation. But when it is translated into practice CBOs rather become sub-contracting entities for supporting Plan in it's spending. The delegation of authority to CBOs is so limited that it becomes hard to resemble the relationship of partnership between CBOs and Plan Nepal.
5. Majority of the CBO members feel that the distinction made by the Plan Nepal between NGOs and CBOs privileges NGOs while discourages CBOs who may be able to work at par with NGO at grassroots level. CBOs, with the presumption that they benefit from the program itself are often deprived from basic operational cost which NGOs often enjoys from same task. Similarly, NGO are also empowered to employ technical staff from outside to carry extension and training work in the villages, which can be done by the CBOs themselves more effectively at lower cost. The relationship between NGOs and CBOs set within the context of Plan Nepal's policies is characterized by competitiveness than cooperation and mutual support.

6. Plan Nepal channelizes funds through CBOs for certain set programs that are not necessarily planned with the CBOs themselves at grassroots. Agreement for such fund channeling are not guided by any longer term perspective but done every year. The selection of the CBOs for certain task is also done in an arbitrary fashion often using the discretionary power of Plan staff, especially Technical Coordinators. Account keeping training provided by Plan Nepal comes within this framework of operation whereby CBO are required to produce expenditure accounts according to Plan's corporate procedures. Critically assessing, such training has very little to do with organizational strengthening of CBOs as such.
7. Except account keeping, Plan does not have systematic input for CBO capacity strengthening. There is a need for formulating a systematic plan for strengthening CBOs for democratizing civil society at grassroots level.
8. CBOs generally lack management skills, but some are working *at par* with technical NGOs. The skills for planning and implementing community projects by mobilizing the their members is the central capacity requirement of the CBOs. Capacity for planning, implementing and monitoring community programs can be developed through training as well as opportunity for actually doing the job. Experiences elsewhere have shown that training given without opportunity to practice is inevitable to fail. Entrusting CBOs with necessary funds and authority to implement community programs is also crucial to push decentralization to the local communities hence contributing to the devolution of power.
9. So far, CBO as well as Plan staffs themselves are not enough sensitization with regard to social inclusion of dalits and janajatis. This is also due to lack of such input from and orientation at higher level of management with in Plan. Inclusion of dalits and indigenous nationalities and women at grassroots groups, CBOs, and NGOs should be reinforced again and again as much as the inclusion of these people in the program benefits itself.
10. Sustainability of groups especially of service CBOs are highly uncertain because of lack of ability to compensate the time they voluntarily spent for community works. Service CBOs can be important partners to support many of the self-help groups in the villages who still require facilitation support. Service CBOs may be enabled to develop capacity of the self-help groups till the need exist for such support.

## **6.2 Suggested Priority Action**

1. With the growth of various self-help and organic groups at the community level during last decades, there is an opportunity for Plan Nepal to begin recognizing multiple groups as CBOs for partnering at grassroots level.
2. Self-help organic groups currently, however, are not at the position to function independently without outside facilitation. Service CBOs at local levels should be strengthened to support these groups wherever they exist.
3. Current number and distribution of self-help groups and Service CBOs are uneven and concentrated more in relatively better off areas and groups. Service CBOs should



- also be supported to form such self-help groups to ensure adequate coverage of all population.
4. Plan should shift to multi-year agreement with CBOs from current annual mode. Current mode of sub-contracting on a piece meal basis is rather contrary and even harmful to capacity strengthening goal.
  5. National NGO with specific technical expertise should complement only in “technical” aspect that CBO does not have. Their approach must strengthen CBOs rather than compete with them for resources distributed from Plan as currently is the case.
  6. Service CBOs need to develop financial basis for compensating volunteers’ time. Expectation for continuous voluntary time from its members is not practical. Service CBOs together with self-help groups wherever appropriate should also be entrusted to employ junior level technical staff.
  7. Decentralization of greater authority to CBOs may include even hiring specialized NGOs according to their plan. This will require reversal of the current thinking of doing things to foster environment of getting decentralization of authority at grassroots levels.
  8. There is a need to institutionalize support to village Service CBOs through outside Resource Agencies and Plan Nepal. Appropriate structure and mechanism should be developed so that a chain of support system can exist on sustainable basis.
  9. Ensure that all Plan staffs at PUs, its partner NGOs and CBOs themselves have a common understanding of the concepts on CBO role, social inclusion and democratic principles to function.
  10. Design systematic capacity strengthening input covering all capacity areas. A multi-year program for capacity development of CBOs at grassroots is essential for democratizing civil society at village level.

**Annex I Summary Tables of Inventory analysis of organizations in Plan Nepal's working district**

**Table 1.1 Summary of legal status of CBOs in Plan working areas**

S.N.	Districts	Total VDCs	No of CBOs	No of NGOs	No of reported CBOs				
					Plan Partner		Non partner		Total
					No	%	No	%	
1	Banke	26	103	5	108	100			108
2	Bara	13	43	4 including one National NGO	45	95.7	2	4.3	47
3	Makwanpur	10	32	1	32	97.0	1	3.0	33
4	Morang	28	351		251	71.5	100	28.5	351
5	Rautahat	22	111		99	89.2	12	10.8	111
6	Sunsari	21	104		73	70.2	31	29.8	104
<b>7</b>	<b>Total</b>				<b>608</b>	<b>80.6</b>	<b>146</b>	<b>19.36</b>	<b>754</b>

**Field survey, 2004**

**Table 1.2. Summary of the types of organizations in Plan/Nepal's working areas**

District	Types of organization																	
	Child club		Cooperatives		Early childhood development		CBOs for indigenous people		CBOs for dalits		Management committee		User's group		Women groups		Service CBOs	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Banke	11	10.2			2	1.9	2	1.9			7	6.5			2	1.9	74	68.
Bara	3	6.4	2	4.3					1	2.1					5	10.6	20	42.
Makwanpur	4	12.1	6	18.2							2	6.1			2	6.1	12	36.
Morang	35	10.0	20	5.7	28	8.0	2	0.6			163	46.4	17	4.8	11	3.1	53	15.
Rautahat	8	7.2	1	0.9	5	4.5			2	1.8	32	28.8	3	2.7	5	4.5	31	27.
Sunsari	1	1.0		0.0	21	20.2					4	3.8	2	1.9	24	23.1	35	33.
Total	62	8.2	29	3.8	56.0	7.4	4.0	0.5	3.0	0.4	208.0	27.6	22.0	2.9	49.0	6.5	225.0	29.

**Field survey, 2004**

**Table 1.3. Summary of focused working areas of CBOs in Plan Nepal's working area**

S.N.	Districts	Working areas										
		Chld right		Community forestry		Drinking water		Health and sanitation		Agriculture and livestock		Infra
		No	%	No	%	No	%	No	%	No	%	No
1	Banke	102	94.4	27	25			13	12.0	2	1.9	2
2	Bara	11	23.4			2	4.3	8	17.0			10
3	Makwanpur	14	42.4	5	15.2	4	12.1	16	48.5	8	24.2	7
4	Morang	59	16.8	4	1.1	31	8.8	84	23.9	15	4.3	40
5	Rautahat	46	41.4	3	2.7	20	18.0	55	49.5	14	12.6	18
6	Sunsari	46	44.2	2	1.9	29	27.9	52	50.0	30	28.8	20

**Summary of focused working areas of CBOs in Plan Nepal's working area (contd.)**

S.N.	Districts	Working area										
		Cooperative		Women's group		Human rights		Environment		Income generating		T or
		No	%	No	%	No	%	No	%	No	%	N
1	Banke	2	1.9	2	1.9	2	1.9	8	7.4	4	3.7	1
2	Bara	2	4.3	4	8.5	3	6.4	2	4.3	6	12.8	
3	Makwanpur	9	27.3	14	42.4	13	39.4	9	27.3	7	21.2	4
4	Morang	19	5.4	11	3.1	15	4.3	28	8.0	22	6.3	4
5	Rautahat	3	2.7	19	17.1	11	9.9	31	27.9	8	7.2	3
6	Sunsari	7	6.7	18	17.3	7	6.7	12	11.5	29	27.9	

**Field survey, 2004**

**Table 1.4. Summary of gender representation in CBOs**

S.N.	Districts	VDCs	No of CBOs	No of NGOs	General members					Exe	
					Female		Male		Total	Female	
					No	%	No	%		No	%
1	Banke	26	103	5	724	31.3	1499	64.8	2313	61	2.6
2	Bara	13	43	4	450	48.5	484	52.2	927	57	26.6
3	Makwanpur	10	32	1	3135	87.7	439	12.3	3574	57	37.7
4	Morang	28	351		12559	43.7	16201	56.3	28760	177	16.9
5	Rautahat	22	111		521	32.4	1082	67.4	1606	90	19.4
6	Sunsari	21	104		1082	56.7	815	42.7	1907	113	30.1

**Field survey, 2004**



**Table 1.5 Summary of social composition of Plan Nepal's working VDCs (Population by Caste/Ethnicity)**

S.N.	Districts	No. of VDCs	Population distribution in VDCs										
			Bahun/Chhetri		Newar		Janajati		Dalit		Muslim		
			Total	%	Total	%	Total	%	Total	%	Total	%	
1	Banke	26	44966	18	1283	1	63599	26	31871	13	49632	20	6
2	Bara	13	8122	7	931	1	20508	19	16598	15	18464	17	4
3	Makwanpur	10	10533	17	2605	4	45131	74	1967	3	36	0	
4	Morang	28	72753	23	9817	3	121160	38	26541	8	16271	5	7
5	Rautahat	22	13350	10	1075	1	17424	13	16561	13	16385	13	6
6	Sunsari	21	7808	5	2770	2	41574	27	19219	13	20855	14	5

Source: CBS,2001

**Table 1.6. Summary of post holding by caste/ethnicity representation in CBOs executive Committees**

Caste/ethnicity	Post holding								
	Sunsari district		Morang district		Rautahat district		Makwanpur district		Bara
	Total	%	Total	%	Total	%	Total	%	Total
Bahun/chhetri	13	3.5	333	31.9	54	11.7	62	41.1	51
Dalit hill	5	1.3	3	0.3	2	0.4	1	0.7	4
Dalit terai	42	11.2	74	7.1	37	8			9
Janajati	118	31.4	219	21	13	2.8	73	48.3	43
Muslim	20	5.3	21	2	24	5.2			16
Newar	8	2.1	29	2.8	4	0.9	8	5.3	3
Other	3	0.8	19	1.8	4	0.9	5	3.3	
Terai hill caste	15	4	100	9.6	19	4.1			13
Terai middle caste	152	40.4	247	23.6	306	66.1	2	1.3	75
<b>Total</b>	<b>376</b>	<b>100</b>	<b>1045</b>	<b>100</b>	<b>463</b>	<b>100</b>	<b>144</b>	<b>95.4</b>	<b>139</b>

**Field survey, 2004**

**Table 1.7. Summary of populations and executive members of CBOs in the Plan Nepal's working district**

S.N.	District	Total VDCs	Population in VDCs and executive members								
			Bahun/Cheetri		Newar		Janajati		Dalit		VDC (%)
			VDC (%)	Exe. Mem.(%)	VDC (%)	Exe. Mem.(%)	VDC (%)	Exe. Mem.(%)	VDC (%)	Exe. Mem.(%)	
1	Bake	26	18	26.7	0.5	0.5	25.5	17.5	12.8	9.9	19.
2	Bara	13	7.4	51	0.8	1.4	18.6	20.1	15.1	6.1	16.
3	Makwanpur	10	17.4	41.1	4.3	5.3	74.4	48.3	3.2	0.7	0.1
4	Morang	28	22.6	31.9	3	2.8	37.6	21	8.2	7.4	5
5	Rautahat	22	10.3	11.4	0.8	0.9	13.5	2.8	12.8	8.4	12.
6	Sunsari	21	5.1	3.5	1.8	2.1	27.4	31.4	12.7	12.5	13.

**Field survey, 2004**



**Table 1.8. Summary of annual budget of CBOs**

S.N.	Districts	NO of CBOs	No of CBOs with null budget/N.A.	Annual Budget (Rs)					
				Internal budget		External budget		Total	Minim
				Rs	%	Rs	%		
1	Bake	108	1	17019689	29.0	41573492	71.0	58593181	58,500
2	Bara	47	13	1407687	5.0	26603970	95.0	28011657	6,500
3	Makwanpur	33	4	4298813.8	25.4	12649436	74.7	16948250	550
4	Morang	351	123	15309777	28.1	39117240	71.9	54427017	525
5	Rautahat	111	20	9092694	32.6	18813923	67.4	27906617	900
6	Sunsari	104	10	9046540	30.5	20638653	69.5	29685193	1,000
7	Total	754	171	56175201	26.1	159396714	73.9	215571915	67,970

**Field survey, 2004**

Annex II: Summary tables on Capacity assessment of the organizations in Plan Nepal's working districts

Table 2.1. Partners and non partners CBOs

Districts	Partner organization	%	Non partner organizations	Percentage	Total
Bake	17	43.59	22	56.41	39
Bara	25	78.13	7	21.88	32
Makwanpur	14	70	6	30	20
Morang	11	45.83	13	54.17	24
Rautahat	60	73.17	22	26.83	82
Sunsari	27	75	9	25	36
<b>Total</b>	<b>154</b>	<b>66.1</b>	<b>79</b>	<b>33.9</b>	<b>233</b>

Field survey, 2004

Table 2.2. Types of organization in Plan Nepal's working district

Types of org.	Sunsari district					Morang district					Partner
	Partner	%	Non partner	%	Total	Partner	%	Non partner	%	Total	
CBO	6	85.7	1	14.3	7	1	50	1	50	2	3
Club											1

Children	2	50.0	2	50.0	4	6	75	2	25	8	1
MGT	1	100.0		0.0	1			4	100	4	
NGO	11	100.0		0.0	11			1	100	1	14
Saving/Credit			2	100.0	2	1	100			1	1
Youth club	4	66.7	2	33.3	6			2	100	2	5
UG	3	75.0	1	25.0	4	3	50	3	50	6	
Religious			1	100.0	1						
<b>Total</b>	<b>27</b>	<b>75</b>	<b>9</b>	<b>25</b>	<b>36</b>	<b>11</b>	<b>45.8</b>	<b>13</b>	<b>54.2</b>	<b>24</b>	<b>25</b>

**Field survey, 2004**

**Table 2.2. Types of organization in Plan Nepal's working district (contd.)**

Types of org.	Rautahat district					Makwanpur district					Bake district				
	Partner	%	Non partner	%	Total	Partner	%	Non partner	%	Total	Partner	%	Non partner	%	Total
CBO	5	62.5	3	37.5	<b>8</b>	3	75	1	25	<b>4</b>	3	27.3	8	72.7	<b>11</b>
Club													3	100.0	<b>3</b>
Children	4	80.0	1	20.0	<b>5</b>	1	100			<b>1</b>	9	81.8	2	18.2	<b>11</b>
MGT	14	93.3	1	<b>6.7</b>	<b>15</b>	1	100			<b>1</b>	1	####			<b>1</b>
NGO	20	76.9	6	23.1	<b>26</b>	2	50	2	50	<b>4</b>	3	60.0	2	40.0	<b>5</b>
Saving/Credit	1	33.3	2	66.7	<b>3</b>	4	57.1	3	42.9	<b>7</b>			6	100.0	<b>6</b>
Youth club	16	72.7	6	27.3	<b>22</b>	3	100			<b>3</b>	1	50.0	1	50.0	<b>2</b>
UG			3	100.0	<b>3</b>										
Religious															
<b>Total</b>	<b>60</b>	<b>73.2</b>	<b>22</b>	<b>26.8</b>	<b>82</b>	<b>14</b>	<b>70</b>	<b>6</b>	<b>30</b>	<b>20</b>	<b>17</b>	<b>43.6</b>	<b>22</b>	<b>56.4</b>	<b>39</b>

Field survey, 2004

**Table 2.3. Legal status of CBOs in the Plan Nepal's working districts**

District	Partner organizations						Total	Non-partner organizations			
	Registered	%	Not registered	%	Not renewed	%		Registered	%	Not registered	%
Makwanpur	11	78.6			3	21.4	14	4	66.7	2	33.3
Sunsari	23	85.2	3	11.1	1	3.7	27	7	77.8	2	22.2
Rautahat	46	76.7	10	16.7	4	6.7	60	21	95.5		0.0
Morang			11	100.0		100.0	11	7	53.8	6	46.2
Bake	8	47.1	8	47.1	1	5.9	17	3	13.6	18	81.8
Bara	21	84	3	12	1	4	25	3	42.9	4	57.1
<b>Total</b>	<b>109</b>	<b>70.8</b>	<b>35</b>	<b>22.1</b>	<b>10</b>	<b>6.5</b>	<b>154</b>	<b>45</b>	<b>57.0</b>	<b>32</b>	<b>39.2</b>

Field survey, 2004

**Table 2.4. Infrastructure (office building) of the organizations**

District	Partner organizations										
	Self	%	Rent	%	Donation	%	Under construction	%	Not mentioned	%	
Bake	1	5.9	8	47.1	4	23.5			4	23.5	
Bara	4	16	8	32	1	4			12	48.0	
sunsari	11	40.7	10	37.0					6	22.2	
Morang	2	18.2	3	27.3					6	54.5	
Rautahat	15	25	14	23.3	13	21.7	2	3.3	16.0	26.7	
Makwanpur	3	21.4	7	50	3	21.4	1	7.1		0.0	
<b>Total</b>	<b>36</b>	<b>23.4</b>	<b>50</b>	<b>32.5</b>	<b>21</b>	<b>14</b>	<b>3</b>	<b>1.9</b>	<b>44</b>	<b>6.5</b>	

District	Non partner organizations									
	Self	%	Rent	%	Donation	%	Under construction	%	Not mentioned	
Bake	1	4.5	3	13.6	1	4.5				17
Bara	1	14.3	1	14.3						5
sunsari	1	11.1	1	11.1	2	22.2				5
Morang	5	38.5	1	7.7		0				7
Rautahat	4	18.2	4	18.2	2	9.1	1	4.5		11
Makwanpur	1	16.7	3	50		0		0		2
<b>Total</b>	<b>13</b>	<b>16.5</b>	<b>13</b>	<b>16.5</b>	<b>5</b>	<b>6.3</b>	<b>1</b>	<b>1.3</b>		<b>3</b>

Field survey, 2004

**Table 2.5. Infrastructure of the organizations**

Districts	Partner organizations										
	Computer	%	Furniture	%	Telephone	%	Fax	%	Cycle	%	Motorcycle
Bake	2	11.8	6		3	17.6			2	11.8	
Bara	2	8	16	64	2	8	3	12	13	52.0	4
Sunsari			21	77.8	3	11.1			2	7.4	2
Morang											
Rautahat	1	1.67	52	86.7	2	3.33	1	1.7			4
Makwanpur	1	7.14	12	85.7	1	<b>7.14</b>					1
<b>Total</b>	<b>6</b>	<b>3.9</b>	<b>107</b>	<b>69.5</b>	<b>11</b>	<b>7.14</b>	<b>4</b>	<b>2.6</b>	<b>17</b>	<b>11.0</b>	<b>11</b>

Field survey, 2004

**Table 2.6. Inclusiveness in general members**

District	Partner organizations									
	Male	%	Female	%	Total	Janajati	%	Dalit	%	Total
Bake	244	59.5	165	40.2	410	156	38	64	15.6	410
Bara	290	56.4	225	43.8	514	313	60.9	80	15.6	514
Makwanpur	500	18.3	2177	79.5	2737	752	32.2	119	5.1	2737
Morang	218	38.9	243	43.3	561	328	58.5	165	29.4	561
Rautahat	1312	73.3	478	26.7	1790	3142	175.5	348	19.4	1790
Sunsari	334	65.5	166	32.5	510	358	70.2	92	18	510
<b>Total</b>	<b>2898</b>	<b>44.4</b>	<b>3454</b>	<b>53</b>	<b>6522</b>	<b>5049</b>	<b>77.4</b>	<b>868</b>	<b>13.3</b>	<b>6522</b>
Non partner organizations										
Bake	530	30.8	941	54.7	1721	640	37.2	670	38.9	1721
Bara	87	61.7	51	36.2	141	99	23.9	35	8.5	141
Makwanpur	86	8.4	933	91.6	1019	675	66.2	35	3.4	1019
Morang	870	51	836	49	1706	1055	61.8	431	25.3	1706
Rautahat	673	56.4	522	43.7	1194	867	72.6	276	23.1	1194
Sunsari	552	55.5	432	43.5	994	672	67.6	120	12.1	994
<b>Total</b>	<b>2798</b>	<b>41.3</b>	<b>3715</b>	<b>54.8</b>	<b>6775</b>	<b>4008</b>	<b>59.2</b>	<b>1567</b>	<b>23.1</b>	<b>6775</b>

Field survey, 2004



**Table 2.7. Caste/ethnicity composition of executive members**

District	Hill Caste	%	Dalit Hill	%	Dalit Terai	%	Janajati	%	Muslim	%	Newar	%	Terai High Caste	%	Terai
Sunsari	58	18.8	3	1.0	21	6.8	73	23.6	16	5.2	7	2.3	8	2.6	
Morang	58	27.4		0.0	53	25.0	69	32.5		0.0	1	0.5	6	2.8	
Makwanpur	91	46.0	1	0.5		0.0	92	46.5		0.0	8	4.0	1	0.5	
Rautahat	89	12.6	9	1.3	35	4.9	44	6.2	35	4.9	14	2.0	33	4.7	
Bara	53	19.2		0.0	12	4.3	44	15.9	30	10.9	2	0.7	10	3.6	
Bake	88	30.0	16	5.5	18	6.1	57	19.5	11	3.8	5	1.7	5	1.7	
<b>Total</b>	<b>437</b>	<b>21.9</b>	<b>29</b>	<b>1.5</b>	<b>139</b>	<b>7</b>	<b>379</b>	<b>19</b>	<b>92</b>	<b>4.6</b>	<b>37</b>	<b>1.9</b>	<b>63</b>	<b>3.2</b>	

Field survey, 2004

**Table 2.8. Summary of leadership in executive members**

District	Non partner organizations														
	Bahun/Chettri	%	Dalit hill	%	Dalit terai	%	Janajati	%	Muslim	%	Newar	%	Others	%	Terai high cast
Sunsari	12	44.4					3	11.1					4	14.8	
Morang	11	42.3			2	7.7	10	38.5							
Makwanpur	13	72.2				0.0	4	22.2					1	5.6	
Rautahat	9	14.1			2	3.1	5	7.8	3	4.7	3	4.7	6	9.4	3
Bara							3	20.0	1	6.7			3	20.0	1
Bake	18	30.5	4	6.8	2	3.4	6	10.2	4	6.8			9	15.3	1
<b>Total</b>	<b>63</b>	<b>30.1</b>	<b>4</b>	<b>1.9</b>	<b>6</b>	<b>2.9</b>	<b>31</b>	<b>14.8</b>	<b>8</b>	<b>3.8</b>	<b>3</b>	<b>1.4</b>	<b>23</b>	<b>11.0</b>	<b>5</b>
Partner organizations															
Sunsari	5	7.8			5	7.8	11	17.2	5	7.8	3	4.7	1	1.6	3
Morang	6	23.0			9	35.6	8	30.8					3	11.5	
Makwanpur	14	36.8					20	52.6			4	10.5			
Rautahat	15	9.9	2	1.3	8	5.3	5	3.3	10	6.6	1	0.7	13	8.6	9
Bara	18	28.1					14	21.9	11	17.2			2	3.1	3
Bake	25	55.6			3	6.7	7	15.6	1	2.2			2	4.4	1
<b>Total</b>	<b>90</b>	<b>21</b>	<b>2</b>	<b>1</b>	<b>50</b>	<b>11</b>	<b>77</b>	<b>17.5</b>	<b>27</b>	<b>6.2</b>	<b>9</b>	<b>2.1</b>	<b>24</b>	<b>5.5</b>	<b>16</b>

Field survey, 2004

**Table 2.9. Clarity of vision and purpose of organization**

District	Group has no articulated vision	%	Only few leaders share the vision	%	Most members vaguely share the vision	%	All members share the vision
Morang			7	29.2	10	41.7	7
Sunsari			5	13.9	8	22.2	23
Makwanpur			5	25.0	11	55.0	4
Rautahat			5	6.1	37	45.1	40
Bara	1	3.1	1	3.1	15	46.9	15
Bake	2	5.1	9	23.1	7	17.9	21
<b>Total</b>	<b>3</b>	<b>1.29</b>	<b>32</b>	<b>13</b>	<b>88</b>	<b>37.8</b>	<b>110</b>

Field survey, 2004

**Table 2.10. Summary of clarity of vision and purpose of organisation**

District	Partner organizations						
	Group has no articulated vision	%	Only few leaders share the vision	%	Most members vaguely share the vision	%	All members share the vision
Sunsari			3	11.1	5	18.5	19
Morang			5	45.5	5	45.5	1
Rautahat			4	6.7	27	45	29
Bara	1	4	1	4	12	48	11
Bake	2	11.8	3	17.6	4	23.5	8
Makwanpur			3	21.4	9	64.3	2
<b>Total</b>	<b>3</b>	<b>1.9</b>	<b>19</b>	<b>12.3</b>	<b>62</b>	<b>40.3</b>	<b>70</b>
Non partner organizations							
Sunsari			2	22.2	3	33.3	4
Morang			2	15.4	5	38.5	6
Rautahat			1	4.5	10	45.5	11
Bara					3	42.9	4
Bake			6	27.3	3	13.6	13
Makwanpur			2	33.3	2	33.3	2
<b>Total</b>			<b>12</b>	<b>15</b>	<b>26</b>	<b>32.9</b>	<b>40</b>

Field survey, 2004

**Table 2.11. Summary of participants on different trainings by sex**

Districts	Sex				Total
	Female		Male		
	Total	Percentage	Total	Percentage	
Banke	516	55.3	417	44.7	933
Bara	338	41.4	479	58.6	817
Makwanpur	390	70.0	167	30.0	557
Morang	79	54.1	67	45.9	146
Rautahat	338	20.5	1312	79.5	1650
Sunsari	135	31.8	290	68.2	425
<b>Total</b>	<b>1796</b>	<b>39.7</b>	<b>2732</b>	<b>60.3</b>	<b>4528</b>

Field survey, 2004

**Table 2.12. Summary of total participants on different trainings by districts**

Related field of training	Total participants								
	Banke district		Bara district		Makwanpur district		Morang district		Rauta district
	Total	%	Total	%	Total	%	Total	%	Total
Agri/livestock	154	16.5	18	2.2	25	4.5	15	10.3	46
Blop			3	0.4			2	1.4	2
Bookkeeping/budget analysis	74	7.9	88	10.8	38	6.8	39	26.7	123
Capacity building	228	24.4	150	18.4	163	29.3	26	17.8	289
Child focused programme	78	8.4	145	17.7	8	1.4	17	11.6	247
Dev communication	48	5.1	13	1.6	70	12.6	3	2.1	156
Gender/trafficking/HIV aids	136	14.6	114	14.0	140	25.1	18	12.3	277
Env/health/sanitation	95	10.2	144	17.6	2	0.4	21	14.4	262
Legal-literacy-parliamentary method			2	0.2					
NFE	11	1.2	28	3.4	7	1.3	5	3.4	71
PRA /social analysis	15	1.6	39	4.8	31	5.6			60
Proposal writing/report writing	17	1.8	42	5.1	6	1.1			9
Saving credit	28	3.0	10	1.2	33	5.9			16
skill dev/livelihood	49	5.3	21	2.6	34	6.1			73
<b>Total</b>	<b>933</b>	<b>100</b>	<b>817</b>	<b>100</b>	<b>557</b>	<b>100</b>	<b>146</b>	<b>100</b>	<b>19</b>

Field survey, 2004

**Table 2.13. Formation of executive committee**

Districts	By election		By selection		Discussion and consensus		Total
	Total	%	Total	%	Total	%	
Banke	5	12.8	5	12.8	29	74.4	39
Bara	2	6.3	3	9.4	27	84.4	32
Makwanpur	2	10.0			18	90.0	20
Morang					24	100.0	24
Rautahat	9	11.0	7	8.5	66	80.5	82
Sunsari	7	19.4	1	2.8	28	77.8	36
<b>Total</b>	<b>25</b>	<b>10.7</b>	<b>16</b>	<b>6.9</b>	<b>192</b>	<b>82.4</b>	<b>233</b>

Field survey, 2004

**Table 2.14. Continuity and changes in the leadership/executive committees**

Districts	Same from the beginning		Mixed old and new		New leadership		Total
	Total	%	Total	%	Total	%	
Banke	13	33.3	23	59.0	3	7.7	39
Bara	5	15.6	25	78.1	2	6.3	32
Makwanpur	2	10	18	90			20
Morang	5	20.8	18	75	1	4.2	24
Rautahat	31	37.8	42	51.2	9	11.0	82
Sunsari	8	22.2	27	75	1	2.8	36
<b>Total</b>	<b>64</b>	<b>27.47</b>	<b>153</b>	<b>65.67</b>	<b>16</b>	<b>6.87</b>	<b>233</b>

Field survey, 2004

**Table 2.15. Frequency of executive committee meetings**

Districts	Weekly		Fortnightly		Monthly		Bimonthly		Quarterly		Half-y
	Total	%	Total	%	Total	%	Total	%	Total	%	Total
Banke	3	7.7	7	17.9	26	66.7	2	5.1			1
Bara	1	3.1	6	18.8	22	68.8	1	3.1	2	6.25	
Makwanpur			4	20.0	16	80.0					
Morang					10	41.7	7	29.2	5	20.8	1
Rautahat	2	2.4	5	6.1	50	61.0	15	18.3	9	11.0	1
Sunsari	1	2.8	5	13.9	22	61.1	8	22.2			
<b>Total</b>	<b>7</b>	<b>3.0</b>	<b>27</b>	<b>11.6</b>	<b>146</b>	<b>62.7</b>	<b>33</b>	<b>14.2</b>	<b>16</b>	<b>6.9</b>	<b>3</b>

Field survey, 2004

**Table 2.16. Regularity of executive committee meetings**

District	Not regular	%	Regular but few members participate	%	Regular and majority participate	%	Regul member
Banke	3	7.7	1	2.6	14	35.9	
Bara	1	3.1	1	3.1	13	40.6	
Makwanpur			2	10	14	70	
Morang			1	4.2	17	70.8	
Rautahat	1	1.2	4	4.9	40	48.8	
Sunsari	5	13.9	3	8.3	15	41.7	
<b>Total</b>	<b>10</b>	<b>4.3</b>	<b>12</b>	<b>5.2</b>	<b>113</b>	<b>48.1</b>	

Field survey, 2004

**Table 2.17. Minutes/proceedings of the meetings maintained and available**

District	No minutes kept	%	Yes, but not sufficient	%	Yes, most members know it	%	All members are aware of minutes and decisions are reviewed
Banke	3	7.7	4	10.3	7	17.9	25
Bara					7	21.9	25
Makwanpur					10	50	10
Morang			1	4.2	17	70.8	6
Rautahat					24	29.3	58
Sunsari			3	8.3	14	38.9	19
<b>Total</b>	<b>3</b>	<b>1.3</b>	<b>8</b>	<b>3</b>	<b>79</b>	<b>33.9</b>	<b>143</b>

Field survey, 2004

**Table 2.18. Decision making process**

District	By selected one or two leaders	%	By a few elected leaders	%	By the meetings but only a few members participate in the process	%	By discussions participation of members
Banke			6	15.4	5	12.8	28
Bara			1	3.1	1	3.1	30
Makwanpur					4	20	16
Morang			3	12.5	7	29.2	14
Rautahat			4	4.9	5	6.1	73
Sunsari			1	2.8	3	8.3	32
<b>Total</b>			<b>15</b>	<b>6.01</b>	<b>25</b>	<b>10.73</b>	<b>193</b>

Field survey, 2004



**Table 2.19. Clear financial and administrative regulations approved by general assembly or executive board**

District	No formal policies	%	Exists few policies but many members do not know	%	Have clear policies but only a few members know	%	all n know f
Banke	6	15.4	3	7.7	7	17.9	
Bara	4	12.5	6	18.8	3	9.4	
Makwanpur			1	5	8	40	
Morang	8	33.3			6	25	
Rautahat	1	1.2	2	2.4	14	17.1	
Sunsari			1	2.8	10	27.8	
<b>Total</b>	<b>19</b>	<b>8.2</b>	<b>13</b>	<b>5.2</b>	<b>48</b>	<b>20.6</b>	

Field survey, 2004

**Table 2.20. Divisions of responsibilities/tasks among members**

District	No tasks division	%	Yes, but not clear to all	%	Yes, but not followed	%	Clear and carried o accordingly
Banke	1	2.56			6	15.4	32
Bara			1	3.1	3	9.4	28
Makwanpur					6	30	14
Morang			1	4.2	9	37.5	14
Rautahat	2	2.44			6	7.3	74
Sunsari	3	8.33	2	5.6	3	8.3	28
<b>Total</b>	<b>6</b>	<b>2.58</b>	<b>4</b>	<b>0.86</b>	<b>33</b>	<b>14.16</b>	<b>190</b>

Field survey, 2004

**Table 2.21. Summary of major disputes within the organizations**

Disputes	Types of organizations							
	Banke district		Bara district		Makwanpur district		Morang district	
	Total	%	Total	%	Total	%	Total	%
Absence in meeting/accountable	5	19.2	5	18.5	8	20		
Decision making	3	11.5	10	37.0	8	20	7	58.3
Executive formation/post holding	2	7.7	1	3.7	2	5		
Financial	7	26.9	4	14.8	s	35	5	41.7
Insufficient no of programme	1	3.8		0.0				
Lack of cooperation/communication	1	3.8	2	7.4	5	12.5		
Mgt/leadership			5	18.5	2	5	2	16.7
Participation/labour contribution	3	11.5					2	16.7
Resource distribution/mobilization	4	15.4	3	11.1			2	16.7
Transparency					1	2.5		
<b>Total</b>	<b>26</b>	<b>100.0</b>	<b>27</b>	100.0	<b>40</b>	<b>100</b>	<b>12</b>	100.0

Field survey, 2004

**Table 2. 22. The dispute management/conflict resolution in the groups**

District	No such mechanism exists		Resolved through outside mediation		Resolved/managed by a few respected leaders		Resolved by dispute among members	
	Total	%	Total	%	Total	%	Total	%
Banke	15	38.5			3	7.7	21	
Bara	10	31.3			1	3.1	21	
Makwanpur	1	5	1	5	1	5	17	
Morang	2	8.3			2	8.3	20	
Rautahat	23	28.0	2	2.4	2	2.4	55	
Sunsari	3	8.3			2	5.6	31	
<b>Total</b>	<b>54</b>	<b>23.2</b>	<b>3</b>	<b>1.29</b>	<b>11</b>	<b>4.72</b>	<b>165</b>	

Field survey, 2004

**Table 2.23. Financial records and accounting**

District	No proper record exists		Yes, but insufficient		Records kept for temporary purpose		Records are maintained properly		Total
	Total	%	Total	%	Total	%	Total	%	
Banke	3	7.7	1	2.6	2	5.1	33	84.6	
Bara			1	3.1	2		29		
Makwanpur							20	100	
Morang					4	16.7	20	83.3	
Rautahat	1	1.2	2	2.4	3	3.7	76	92.7	
Sunsari	2	5.6	2	5.6	3	8.3	29	80.6	
<b>Total</b>	<b>6</b>	<b>2.58</b>	<b>6</b>	<b>2.58</b>	<b>14</b>	<b>6.0</b>	<b>207</b>	<b>88.84</b>	

Field survey, 2004

**Table 2.24. Financial records and accounting ( Partner organizations VS non partner organizations)**

District	Partner organization							
	No proper record exists		Yes, but insufficient		Records kept for temporary purpose		Records are maintained properly	
	Total	%	Total	%	Total	%	Total	%
Banke	1	5.9	1	5.9	1	5.9	14	82.4
Bara			1	4	1	4	23	92
Makwanpur							14	100
Morang			2	18.2			9	81.8
Rautahat			3	5			57	95
Sunsari	1	3.7	1	3.7			25	92.6
<b>Total</b>	<b>2</b>	<b>1.3</b>	<b>8</b>	<b>4.5</b>	<b>2</b>	<b>1.3</b>	<b>142</b>	<b>92.2</b>
Non partner organization								
Banke	1	4.5	1	4.5	1	4.5	19	86.4
Bara					1	14.3	6	85.7
Makwanpur							6	100
Morang					2	15.4	11	84.6
Rautahat					3	13.6	19	86.4
Sunsari	1	11.1	1	11.1	3	33.3	4	44.4
<b>Total</b>	<b>2</b>	<b>2.5</b>	<b>2</b>	<b>1.3</b>	<b>10</b>	<b>12.7</b>	<b>65</b>	<b>82.3</b>

Field survey, 2004

**Table 2.25. Regular annual audit and proper record available**

District	Yes, records are available		Yes, but not regular		No separate auditing		Funding agencies	
	Total	%	Total	%	Total	%	Total	%
Banke	28	71.8	5	12.8	3	7.7	3	7.7
Bara	25	78.1	3	9.4	3	9.4	1	3.1
Makwanpur	15	75.0	1	5.0			4	20.0
Morang	11	45.8	3	12.5	10	41.7		
Rautahat	59	72.0	14	17.1	3	3.7	6	7.7
Sunsari	30	83.3	2	5.6	3	8.3	1	2.8
<b>Total</b>	<b>168</b>	<b>72.1</b>	<b>28</b>	<b>7.7</b>	<b>22</b>	<b>9.4</b>	<b>15</b>	<b>6.0</b>

Field survey, 2004

**Table 2.26. Situation of internal resource mobilization**

District	No regular levy from members		Regular levy from members		Saving is invested as loan to members		Invested as loan to collectiv	
	Total	%	Total	%	Total	%	Total	%
Banke	17	43.6	8	20.5	8	20.5	6	15.0
Bara	10	31.3	12	37.5	1	3.1	9	28.1
Makwanpur	8	40	3	15	8	40	1	5.0
Morang	20	83.3	3	12.5			2	8.3
Rautahat	31	37.8	33	40.2	4	4.9	14	17.1
Sunsari	12	33.3	23	63.9			1	2.8
<b>Total</b>	<b>98</b>	<b>37.77</b>	<b>82</b>	<b>35.19</b>	<b>21</b>	<b>9.01</b>	<b>33</b>	<b>12.5</b>

Field survey, 2004

**Table 2.27. Situation of internal resource mobilization ( partner organizations vs. non partner organizations)**

District	Partner							
	No regular levy from members		Regular levy from members		Saving is invested as loan to members		Invested as loan to collectiv	
	Total	%	Total	%	Total	%	Total	%
Banke	10	58.8	5	29.4			2	11.8
Bara	7	28	11	44	1	4	6	23.1
Makwanpur	7	46.7	3	20	5	33.3		
Morang	10	90.9					1	9.1
Rautahat	16	25	25	39.1	3	4.7	10	15.2
Sunsari	8	29.6	19	70.4				

<b>Total</b>	<b>68</b>	<b>39</b>	<b>63</b>	<b>39.6</b>	<b>9</b>	<b>5.7</b>	<b>19</b>	
<b>Non partner</b>								
Banke	7	31.8	3	13.6	8	36.4	4	
Bara	4	44.4	1	11.1	1	11.1	3	
Makwanpur	2	25	1	12.5	4	50	1	
Morang	9	69.2	3	23.1		0	1	
Rautahat	7	31.8	9	40.9	1	4.5	5	
Sunsari	5	50	4	40	1	10		
<b>Total</b>	<b>31</b>	<b>36.9</b>	<b>21</b>	<b>25</b>	<b>15</b>	<b>17.9</b>	<b>14</b>	

Field survey, 2004

**Table 2.28. Mobilization of non-financial resources (viz. labour, time, suggestions, physical assets, etc.)**

District	In a regular basis		Occasionally		Once or twice		No such support received		Total
	Total	%	Total	%	Total	%	Total	%	
Banke	14	35.9	11	28.2	7	17.9	7	17.9	<b>39</b>
Bara	17	53.1	12	37.5	2	6.3	1	3.1	<b>32</b>
Makwanpur	5	25.0	12	60.0	2	10	1	5	<b>20</b>
Morang	2	8.3	12	50	8	33.3	2	8.3	<b>24</b>
Rautahat	25	30.5	43	52.4	8	9.8	6	7.3	<b>82</b>
Sunsari	11	30.6	16	44.4	9	25			<b>36</b>
<b>Total</b>	<b>74</b>	<b>31.8</b>	<b>106</b>	<b>45.5</b>	<b>36</b>	<b>9.4</b>	<b>17</b>	<b>7.3</b>	<b>233</b>

Field survey, 2004

**Table 2.29. Types of non-financial supports received by organizations**

District	Physical materials, viz. Furniture, construction materials, etc.		Labour contribution when needed		Regular suggestions/counseling	
	Total	%	Total	%	Total	%
Banke	5	12.8	7	17.9	26	66.7
Bara	4	12.5	12	37.5	16	50.0
Makwanpur	8	30.8	8	30.8	10	38.5
Morang			15	62.5	8	33.3
Rautahat	13	13.7	24	25.3	53	55.8
Sunsari	5	13.9	7	19.4	25	69.4
<b>Total</b>	<b>35</b>	<b>13.89</b>	<b>73</b>	<b>28.97</b>	<b>138</b>	<b>46.43</b>

Field survey, 2004

**Table 2.30. Activities (traditional community development and others) without outside funding**

District	No, not yet		Some traditional community development works		Some new initiatives have taken place		Organizations
	Total	%	Total	%	Total	%	
Banke	14	35.9	11	28.2	6	15.4	8
Bara	5	15.6	15	46.9	8	25.0	4
Makwanpur	5	25.0	5	25.0	8	40.0	2
Morang	11	45.8	5	20.8	3	12.5	5
Rautahat	13	15.9	28	34.1	30	36.6	11
Sunsari	7	19.4	16	44.4	5	13.9	8
<b>Total</b>	<b>55</b>	<b>23.6</b>	<b>80</b>	<b>33.91</b>	<b>60</b>	<b>25.75</b>	<b>38</b>

**Field survey, 2004**



**Table 2.31. Summary of the social movement undertaken by organizations**

social movement	Types of organizations									
	Banke district		Bara district		Makwanpur district		Morang district		Rautahat dis	
	Total	%	Total	%	Total	%	Total	%	Total	%
birth registration/ child rights	7	21.2	17	29.3	5	25	1	9.1	61	33
education	4	12.1	4	6.9	2	10	1	9.1	14	7
env/health/ sanitation	8	24.2	16	27.6	1	5	6	54.5	62	34
gender/HIV AIDS/trafficking	6	18.2	13	22.4	8	40	1	9.1	30	16
human rights/ empowerment	7	21.2	3	5.2	1	5				
peace rally	1	3.0								
social awareness			4	6.9	3	15	1	9.1	13	7
others			1	1.7			1	9.1	1	0
<b>Total</b>	<b>33</b>	<b>100.0</b>	<b>58</b>	<b>100.0</b>	<b>20</b>	<b>100</b>	<b>11</b>	<b>100.0</b>	<b>181</b>	<b>100</b>

Field survey, 2004

**Table 2.32. Summary of programmes undertaken by organizations**

Programme	Types of organizations							
	Banke district		Bara district		Makwanpur district		Morang district	
	Total	%	Total	%	Total	%	Total	%
Agri/livestock	5	8.2	1	2.3	5	11.1	2	9.1
Birth registration/child rights					2	4.4		
Blop					1	2.2	2	9.1
Capacity building	4	6.6				0.0		
Dev communication	2	3.3	3	6.8	4	8.9		
ECCD/child club	18	29.5	4	9.1	13	28.9	8	36.4
Education/scholarship	1	1.6	4	9.1	4	8.9	2	9.1
Env/health/sanitation	1	1.6	7	15.9			2	9.1
Gender/trafficking	6	9.8	3	6.8	4	8.9		
Ifrastructure			3	6.8		0.0		
NFE	3	4.9	10	22.7	1	2.2		
Others	6	9.8			1	2.2	3	13.6
Saving credit/cooperatives	6	9.8	5	11.4	5	11.1		
School infra			3	6.8	3	6.7	3	13.6
Skill dev/ livelihood	7	11.5	1	2.3	1	2.2		
Social awarness	2	3.3			1	2.2		
<b>Total</b>	<b>61</b>	<b>100.0</b>	<b>44</b>	<b>100.0</b>	<b>45</b>	<b>100.0</b>	<b>22</b>	<b>100.0</b>

Field survey, 2004

**Table 2.33. Access to and availability of outside resources/funding**

District	No access and has not tried for it		Tried to get some but failed		Occasionally, not regular		Receiving such supports regularly	
	Total	%	Total	%	Total	%	Total	%
Banke	8	20.5	6	15.4	11	28.2	14	35.9
Bara	3	9.4	6	18.8	16	50.0	7	21.9
Makwanpur	2	10.0	2	10.0	8	40.0	8	40.0
Morang	3	12.5	3	12.5	8	33.3	10	41.7
Rautahat			18	22.0	39	47.6	25	30.5
Sunsari	5	13.9	13	36.1	10	27.8	8	22.2
<b>Total</b>	<b>21</b>	<b>9.01</b>	<b>48</b>	<b>20.6</b>	<b>89</b>	<b>38.2</b>	<b>72</b>	<b>30.9</b>

Field survey, 2004

**Table 2.34. Networking with other larger networks, federation, etc**

District	No such networking		Yes, but not in regular touch		Sharing in a few occasions		Regular sharing such n	
	Total	%	Total	%	Total	%	Total	%
Banke	8	20.5	13	33.3	8	20.5	10	
Bara	2	6.3	11	34.4	12	37.5	7	
Makwanpur	3	15.0	4	20.0	7	35.0	6	
Morang	14	58.3	3	12.5	5	20.8	2	
Rautahat	24	29.3	22	26.8	22	26.8	14	
Sunsari	10	27.8	6	16.7	11	30.6	9	
<b>Total</b>	<b>61</b>	<b>26.18</b>	<b>45</b>	<b>19.31</b>	<b>65</b>	<b>27.9</b>	<b>48</b>	

Field survey, 2004

**Table 2.35. Partnership of organizations with different stakeholders**

Districts	Summary of partner organizations										
	NGO	%	INGO	%	Gos	%	Private organization	%	UN-bodies	%	others
Banke	40	42.1	33	34.7	16	16.8			3	3.2	3
Bara	25	34.2	28	38.4	19	26.0					1
Makwanpur	23	50.0	14	30.4	9	19.6					
Morang	6	17.1	16	45.7	11	31.4					2
Rautahat	26	28.3	61	66.3					2	2.2	3
Sunsari	13	16.7	41	52.6	18	23.1	3	3.8	1	1.3	2

Field survey, 2004

**Table 2.36 Availability of action plans for all the activities that organization are carrying out now**

District	Action plan for all		No such action plan		Only few activities have action plan		Do not know about action plan	
	Total	%	Total	%	Total	%	Total	%
Banke	22	56.4	1	2.6	15	38.5	1	2.6
Bara	26	81.3	2	6.3	4	12.5		
Makwanpur	12	60.0	2	10.0	6	30.0		
Morang	21	87.5	1	4.2	2	8.3		
Rautahat	63	76.8	3	3.7	15	18.3	1	1.2
Sunsari	24	66.7	2	5.6	9	25.0	1	2.8
<b>Total</b>	<b>168</b>	<b>72.1</b>	<b>11</b>	<b>4.7</b>	<b>51</b>	<b>21.9</b>	<b>3</b>	<b>1.3</b>

Field survey, 2004

**Table 2.37. Identification of goals and objectives of the organizations**

District	Set by donors or outsiders		Set by few leaders of executive committee		Set by the majority of members		Set in a participatory way by all members	
	Total	%	Total	%	Total	%	Total	%
Banke	15	38.5	9	23.1	3	7.7	12	30.8
Bara	4	12.5	1	3.1	7	21.9	20	62.5
Makwanpur	3	15.0	1	5.0	3	15.0	13	65.0
Morang	16	66.7			1	4.2	7	29.2
Rautahat	7	8.5	8	9.8	14	17.1	53	64.6
Sunsari	3	8.3	7	19.4	4	11.1	21	58.3
<b>Total</b>	<b>48</b>	<b>20.6</b>	<b>18</b>	<b>7.7</b>	<b>32</b>	<b>13.7</b>	<b>126</b>	<b>54.1</b>

Field survey, 2004

**Table 2.38 Identification of goals and objectives of the organizations ( partner vs. non partner)**

District	Partner							
	Set by donors or outsiders		Set by few leaders of executive committee		Set by the majority of members		Set in a participatory way by all members	
	Total	%	Total	%	Total	%	Total	%
Banke	6	35.3	3	17.6	2	11.8	6	35.3
Bara	3	12.0	1	4.0	5	20.0	16	64.0
Makwanpur	2	14.3	1	7.1	2	14.3	9	64.3
Morang	11	100.0						
Rautahat	6	10.0	4	6.7	8	13.3	42	70.0
Sunsari	1	3.8	3	11.5	3	11.5	19	73.1
<b>Total</b>	<b>29</b>	<b>19</b>	<b>12</b>	<b>7.8</b>	<b>20</b>	<b>13.1</b>	<b>92</b>	<b>60.1</b>
	Non partner							
Banke	12	46.2	6	23.1	2	7.7	6	23.1
Bara	1	14.3			2	28.6	4	57.1
Makwanpur	1	16.7			1	16.7	4	66.7
Morang	5	38.5			1	7.7	7	53.8
Rautahat	1	4.5	4	18.2	6	27.3	11	50.0
Sunsari	1	11.1	5	55.6	1	11.1	2	22.2
<b>Total</b>	<b>21</b>	<b>25.3</b>	<b>15</b>	<b>18</b>	<b>13</b>	<b>15.7</b>	<b>34</b>	<b>41</b>

Field survey, 2004

**Table 2.39 Implementation of planned activities**

District	Not very effective		Yes, but few activities only		According to plan but delayed		All activities are running as per planning	
	Total	%	Total	%	Total	%	Total	%
Banke	6	15.8	11	28.9	4	10.5	17	44.7
Bara			3	9.1	2	6.1	28	84.8
Makwanpur			5	25.0	1	5.0	14	70.0
Morang			8	33.3	4	16.7	12	50
Rautahat	2	2.4	13	15.9	4	4.9	63	76.8
Sunsari	2	5.6	10	27.8	4	11.1	20	55.6
<b>Total</b>	<b>10</b>	<b>4.29</b>	<b>41</b>	<b>17.6</b>	<b>19</b>	<b>8.2</b>	<b>154</b>	<b>66.1</b>

Field survey, 2004

**Table 2.40. Monitoring and evaluation of the programs and management of learning**

District	No such monitoring of the program		Donors monitor the program		Organisation does the monitoring but not been able to manage the learning		Organisation monitoring and learning	
	Total	%	Total	%	Total	%	Total	%
Banke	3	7.7	8	20.5	4	10.3	24	
Bara			10	31.3	6	18.8	16	
Makwanpur	1	5	2	10.0	9	45.0	8	
Morang			6	25	8	33.3	10	
Rautahat	2	2.4	24	29.3	9	11.0	47	
Sunsari			10	27.8	7	19.4	19	
<b>Total</b>	<b>6</b>	<b>2.6</b>	<b>53</b>	<b>22.75</b>	<b>43</b>	<b>18.5</b>	<b>124</b>	

Field survey, 2004

**Table 2.41. Required skills and knowledge in the organization to plan and implement the programs**

District	No trained staffs or members		Few members are trained but skills are not utilized properly		Skills and knowledge are utilized		Skill utiliz
	Total	%	Total	%	Total	%	Total
Banke	2	5.1	11	28.2	12	30.8	14
Bara	5	15.6	1	3.1	18	56.3	8
Makwanpur			6	30.0	11	55.0	3
Morang	4	16.7		0	14	58.3	6
Rautahat	4	4.9	7	8.5	48	58.5	23
Sunsari	7	19.4	5	13.9	13	36.1	11
<b>Total</b>	<b>22</b>	<b>9.44</b>	<b>30</b>	<b>9.9</b>	<b>116</b>	<b>49.8</b>	<b>65</b>

Field survey, 2004

**Table 2.42. Effects and impacts of the program in general as perceived by members of the organizations**

District	No such effects or impacts have been visible		Few impacts, but not to problem solving level		Few impacts have been apparent		Some direct impacts have been visible
	Total	%	Total	%	Total	%	
Banke	3	7.7	5	12.8	9	23.1	
Bara	1	3.1	2	6.3	15	46.9	
Makwanpur	1	5.0	1	5.0	8	40.0	
Morang			2	8.3	10	41.7	
Rautahat	7	8.5	5	6.1	29	35.4	
Sunsari	4	11.1	4	11.1	13	36.1	
<b>Total</b>	<b>16</b>	<b>6.9</b>	<b>19</b>	<b>8.2</b>	<b>84</b>	<b>36.1</b>	

**Table 2.43. Impacts of child centred programs in the community, as perceived by the members**

District	No such impacts		A few examples, but not effective		Direct impacts are visible		Not effective a genuinely
	Total	%	Total	%	Total	%	
Banke	2	5.1	12	30.8	18	46.2	7
Bara	1	3.1	9	28.1	15	46.9	7
Makwanpur			12	60.0	6	30.0	2
Morang	1	4.2	18	75	4	16.7	1
Rautahat	5	6.1	29	35.4	37	45.1	11
Sunsari	1	2.8	15	41.7	9	25.0	11
<b>Total</b>	<b>10</b>	<b>4.29</b>	<b>32</b>	<b>13.73</b>	<b>89</b>	<b>38.2</b>	<b>39</b>

Field survey, 2004



**Table 2.44 Focus areas for the overall capacity building and institutionalizing of the organization**

Focus area	Bake district		Bara district		Makwanpur district		Rautahat district		Morang district		S
	Total	%	Total	%	Total	%	Total	%	Total	%	
Agri/livestock	1	2.6							2	8.3	
Awareness	6	15.4	1	3.1	2	10.0					
Bookkeeping	13	33.3	14	43.8	1	5.0	24	29.3	6	25.0	
Capacity building/skill dev	5	12.8	3	9.4	2	10.0	9	11.0	6	25.0	
Computer					1	5.0	3	3.7			
Counseling							1	1.2			
ECCD	3	7.7					9	11.0			
Communication training/dev journalism			1	3.1			1	1.2			
Tot	4	10.3					4	4.9			
Educ tour	1	2.6	1	3.1	1	5.0	4	4.9	1	4.2	
contd.											

**Field survey, 2004**

**Table 2.45 Focus areas for the overall capacity building and institutionalizing of the organization ( contd.)**

Focus area	Bake district		Bara district		Makwanpur district		Rautahat district		Morang district		S
	Total	%	Total	%	Total	%	Total	%	Total	%	
Facilitation /mediation	2	5.1	1	3.1			6	7.3			
Financial support			1	3.1			2	2.4			
Group mgt			1	3.1	4	20.0					
Gender	7	17.9			5	25.0	2	2.4			
Interaction/united/ cooperation			7	21.9	3	15.0	2	2.4			
Health/environment							4	4.9	1	4.2	
Judiciary/law	2	5.1									
Leadership	8	20.5	18	56.3	14	70.0	32	39.0	8	33.3	
Mgt	8	20.5	14	43.8	6	30.0	45	54.9	5	20.8	
Monitoring/evolution/ planning			4	12.5							
PRA			7	21.9			6	7.3			
Proposal/report writing	5	12.8	9	28.1	1	5.0	30	36.6			
Resource mobilization	2	5.1									
SORT			3	9.4							
Saving/credit							2	2.4	6	25.0	
Workshop/seminar	1	2.6									

**Field survey, 2004**

**Annex 3**

Capacity Assessment of Community Organizations

*Assessment Questionnaire*

Name of the Respondent/s:

**A. Background Information**

1. Name of the organisation:
2. Address of main office (VDC/Ward):
3. Formal registration:

Yes, (registered in the year)	Yes, but not renewed on time	No	In the process
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4. How would you classify TYPE of your Organization/Group?.....  
 (Saving group/Users Committee/management Committee/CBO/Club/CNGO/Others)

5. Human Resources and training received

Training Title	With Training received	
	Male	Female

6. Infrastructure:

Facilities	Yes	No	Remarks
Office Premise			
Furniture			
Telephone			
Fax			
Computer			
Vehicles			
Others			

**B. Organizational Vision and Objectives**

7. 5. Mission statement (or main objectives of the organisation):

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8. 6. Clarity of Vision and Purpose

- a) Group has no articulated vision
- b) Only few leaders share the vision
- c) Most members vaguely share the vision
- d) All members share the vision

**C. Governance and Inclusion**

9. Total number of general members?

Total	Male	Female	Ethnic groups	Dalits
-------	------	--------	---------------	--------

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10. General Assembly, once a year and regular:

Yes, and regular	Not regular	Not at all

11. Formation of executive committee:

By election	By selection	Discussion and Consensus	Others, please specify

12. List of current executive committee (Specify gender and caste/ethnicity)?

- |         |          |
|---------|----------|
| 1 ..... | 8 .....  |
| 2 ..... | 9 .....  |
| 3 ..... | 10 ..... |
| 4 ..... | 11 ..... |
| 5 ..... | 12 ..... |
| 6 ..... | 13 ..... |
| 7 ..... | 14 ..... |

13. Is the leadership still the founder or has there been a transition?

Same leadership from the beginning	Mixed	New leadership	Remarks

#### D. Internal Management

14. How often executive board meet?

Once a week	Fortnightly	Once a month	In two months	Quarterly	Yearly

15. Executive Committee Meetings

- Meetings are not regular
- Meetings are regular but few members participate
- Meetings are regular and most members participate
- Meetings are regular and all members participate

16. Minutes/proceedings maintained and available?

- No minutes are kept
- Minutes are kept but not sufficient
- Minutes are kept and most members know
- All members are aware of the minutes and decisions are reviewed

17. How are decisions made?
- a) Decisions are taken by selected one or two leaders
  - b) Decisions are taken by elected one or two leaders
  - c) Decisions are taken in the meeting but with participation of few members
  - d) Decisions are taken in the meeting with high participation of members
18. Are there clear policies (written and approved by general assembly or executive board) with regard to fiscal and administrative rules and regulation?
- a) No formal policies
  - b) Exist some policies but many members do not know
  - c) Have clear policies but only some members know
  - d) All members know the rules including sanctions for following the rule
19. Do the organization have division of task among members?
- a) Division of task do not exist
  - b) Division of task exist but not clear to all
  - c) Division of task exist but do not act accordingly
  - d) Divisions of task are clear and carried out accordingly
20. What kind of conflicts appears in the CBO/NGDOs?
- a) .....
  - b) .....
  - c) .....
  - d) .....
21. How are the conflicts resolved?
- a) There is no mechanism for resolution
  - b) Conflicts are resolved through outside mediation
  - c) Conflicts are resolved by respected leaders
  - d) Conflicts are resolved by discussion with in the group
22. Financial records/accounting
- a) No records

- b) Records are kept insufficiently
- c) Records kept for temporary purpose
- d) Records are maintained properly

23. Are financial audit produced on annually?

Yes, regularly	Yes, but not regularly	No	

**E. Resource Mobilization**

24. Do you mobilize financial resource from among the group members?

- a) No
- b) Regular funds are collected from among the members
- c) Funds are used for credit to members
- d) Funds are used for credits to members and some community works

25. Do group/organization implement self-help activities without external funds?

- a) No
- b) Yes, but traditional self-help activities
- c) Yes, some new self-help activities are carried out
- d) Yes, group regularly plan and implement self-help activities

26. Do you have access to external financial resources?

- a) No, have not known or tried to receive
- b) Tried to get but failed
- c) Have received some external funding but irregular
- d) Receive regularly

27. What was your organization's last year budget and sources?

Source	Amount
Membership and levy	
Group contribution	
Donors funding	
Government Funding	
Professional services	
Others	

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28. Have you received funding from other donors including government except Plan Nepal?

- a) .....
- b) .....
- c) .....
- d) .....

**F. Linkages and Networks**

29. Do you have linkages with other link-minded organizations/groups or networks?

- a) No linkages
- b) Linkages with few organizations/groups irregular contact
- c) Regular contacts and sharing with few
- d) Multiple contacts and regular sharing

30. Working partnership with other external resource organisation/s:

SN	Organisations/Institutions	Frequency of Contact		
		Regular	Occasional	Single
1				
2				
3				
4				

**G. Programs and Results**

31. Area and households covered:

Coverage	Number
No. Village/cluster/settlement/ <i>toles</i>	
No. of HHs	
No. of ward	
VDC	

32. Currently running projects/activities

SN	Currently running activities/projects	For how many years		
		1 year	2 years	3 years & more
1				
2				

3				
4				
5				

33. Action plan for all the projects/programs?

Yes	No	for some only	don't know

34. Goal and objectives of the project/programs?

- a) Set by outsiders
- b) Set by few leaders/members
- c) Most members are aware of the goal and objectives
- d) All members were involved in setting the goal and objectives

35. How are the planned activities implemented?

- a) Activities are not effectively implemented
- b) Some activities are implemented as planned
- c) Most of activities are implemented but delayed
- d) All planned activities are implemented on time

36. How is program monitored and lessons incorporated?

- a) Activities are not monitored
- b) Activities are monitored by donors/outside experts
- c) Activities are monitored by group but lessons not incorporated
- d) Activities are monitored by group and lessons learnt incorporated

37. What is the level of skills used by organizations leaders/staff in implementing the activities?

- a) No trained leaders/staff
- b) Some trained leaders/staff but do not employ the learned skills
- c) Use learned skills in implementing the activities
- d) Use the learned skills and are effective

38. What has been the visible result and impact of the project/programs so far?

- a) No visible results
- b) Some visible results but no impact on solving problem
- c) Visible results with some impact on solving problem



- d) Members see both visible and non-visible results for improving the situation

**Miscellaneous**

39. What are the three major lessons you/organisation have learned so far?

- 1.
- 2.
- 3.

40. What are three outcomes of your (organisation's) activities that satisfy you most?

- 1.
- 2.
- 3.

41. What are the three most important needs for enhancing organizational capacities to do better?

Human Resource	Capacity improvement Priority Areas		
	1	2	3
Executive Committee/leaders			
Staff members			
Volunteers/Members			

42. Would you like to add anything else?

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Name of the Facilitators/Interviewer:

Date of the Assessment:

## Annex IV: Inventory of CBOs by district and VDCs

Table 1 Lists of CBOs in Banke district

S.N.	District	Name of organization	VDC	Ward no.
1	Banke	Akalgharwa Sthaniya Mahila Samittee	Shamshergunj	2
2	Banke	Babugaun Sahayog Samittee	Bhawaniyapur	4
3	Banke	Baghauda Bal Bikas Samittee	Kalaphanta	8
4	Banke	Baghauda Bikas Manch	Narainapur	1
5	Banke	Baghauda garib Bikas Samittee	Laxmanpur	2
6	Banke	Bahupurwa Bikas Manch	Kalaphanta	4
7	Banke	Bal Bikas Kendra	Fattepur	8
8	Banke	Bal Bikas Manch	Manikapur	1
9	Banke	Bal Madarsha Samaj Samittee	Narainapur	4
10	Banke	Bal Manch	Naubasta	
11	Banke	Bal Sarokar Kendra Samittee	Kathkuinya	6
12	Banke	Bal Sarokar Sewa Samittee	Narainapur	5
13	Banke	Bal Sewa Samaj	Kohalpur	2
14	Banke	Balapur Shiksha abhiyan Samittee	Kalaphanta	7
15	Banke	Baniyagaun Sudhar Samittee	Kathkuinya	7
16	Banke	Beuchahawa Utthan Manch	Laxmanpur	1
17	Banke	Bhatanpur Samaj Bikas Samittee	Ganapur	2
18	Banke	Bheri Batawaraniya Bisistata Samuha	N.A.	0
19	Banke	Bhuihyar Shiksha Bikas Samittee	Rajhaina	4
20	Banke	Channahawa Mahila Shiksha Samitee	Shamshergunj	3
21	Banke	Chaupheri Bikas Manch	Holiya	2
22	Banke	Ekikrit Samaj Sudhar Samittee	Chisapani	3
23	Banke	Gangapur Bikas Manch	Laxmanpur	9
24	Banke	Garib Bikas Samittee	Kalaphanta	6
25	Banke	Garib Sudhar Janachhetana Samittee	Holiya	7
26	Banke	Garibi Nibaran Samittee	Fattepur	7
27	Banke	Gharelu Tatha Sana Uddhyog Samittee	Narainapur	7
28	Banke	Gohawa Kalyan Samittee	Rajhaina	9
29	Banke	Gramin Abhiyan Samittee	Hirminiya	2
30	Banke	Gramin Bal Bikas Kendra	Manikapur	4
31	Banke	Gramin Bikas Manch	Holiya	7
32	Banke	Gramin Bikas Samittee	Gangapur	3
33	Banke	Gramin Bipanna Bal Bikas Manch	Kamdi	7

34	Banke	Gramin Jan Kalyan Manch	Kamdi	9
35	Banke	Gramin Mahila Bikas Samittee	Kamdi	9
36	Banke	Gramin Sachetan abhiyan Sangh	Betahani	1
37	Banke	Gramin Sahinaj Bikas Samittee	Kamdi	5
38	Banke	Gramin Samudayik Bikas Manch	Betahani	9
39	Banke	Gramin Utpidit Shishu Bikas Manch	Bankatti	5
40	Banke	Gramin Yuba Samaj Samittee	Matehiya	5
41	Banke	Halbaldoli Bikas Samittee	Bankatti	2
42	Banke	Halbaldoli Bipanna Bikas Manch	Bankatti	1
43	Banke	Himal Ashal Shasan Rediyo Shrota Club	Titihiriya	2
44	Banke	Jan Bikas Samittee	Gangapur	9
45	Banke	Jan Jagaran Samittee	Fattepur	6
46	Banke	Jan Jagaran Samittee	Fattepur	6
47	Banke	Jana Ekta Samittee	Kathkuinya	2
48	Banke	Jana Sewa Bal Samuha	Titihiriya	8
49	Banke	Jana Sewa Samittee	Puraina	6
50	Banke	Jana Sudhar Samittee	Gangapur	7
51	Banke	Janjagarn Tarkari Utpadan Samuha	Bankatawa	9
52	Banke	Jaya Laxmi Bikas Samittee	Narainapur	4
53	Banke	Jayajanta Ni. Ma. Vi.	Manikapur	4
54	Banke	Joraiya Bikas Samittee	Fattepur	8
55	Banke	Jyotikunja Bikas Samittee	Titihiriya	6
56	Banke	Kohala Bikas Manch	Gangapur	7
57	Banke	Kotharpur Shishu Syahar Kendra	Ganapur	1
58	Banke	Loniyanpurwa Gramin Sewa Samuha	Udayapur	5
59	Banke	Mahila Bikas Manch	Matehiya	4
60	Banke	Mahila Gramin Bikas Schetan Abhiyan Karyakram	Bashudevpur	
61	Banke	Mahila Tatha Bal Utthan Samittee	Hirminiya	5
62	Banke	Majdoor Bikas Samittee	Fattepur	7
63	Banke	Majhrethi Garib Manch Samittee	Kathkuinya	3
64	Banke	Manabadikar Sachetna Manch	N.A.	0
65	Banke	Matribhumi Yuba Club	Kamdi	9
66	Banke	Maulabipurwa Bal Shaksharata Samittee	Bankatti	4
67	Banke	Miteri Nepal Yuwa Club	Titihiriya	9
68	Banke	Mukta Jeewan Nirman Samittee	Rajhaina	4
69	Banke	Nagarik Chetana Samittee	Gangapur	6

70	Banke	Nauri Gaudi Bikas Manch	Betahani	3
71	Banke	Nepal Janasewa Samittee	Narainapur	2
72	Banke	Nepal Netra Jyoti Sang	Nepal Ganj N.P.	7
73	Banke	Nepal Rastriya Pra. Vi.	Kohalpur	6
74	Banke	Nepal Yaun Rog tatha AIDS Anusandhan Kendra	Nepal Ganj N.P.	13
75	Banke	Nepali Samaj Uddhar Samittee	Naubasta	8
76	Banke	Payajal Byabasthapan Samittee	Bankatti	5
77	Banke	Prabhat Ma. Vi.	Bankatawa	4
78	Banke	Pragati Samittee	Matehiya	6
79	Banke	Pragatishil Yuba Club	Manikapur	4
80	Banke	Pragatisil Samaj Samittee	Bankatawa	8
81	Banke	Rapti Shiksha Bikas Samittee	Fattepur	9
82	Banke	Sajha Bikas Samittee	Piprahawa	7
83	Banke	Sam Bikas Samittee	Titihiriya	4
84	Banke	Samaj Ekta Samittee	Gangapur	4
85	Banke	Samaj Kalyan Samittee	Matehiya	4
86	Banke	Samaj Sewa Pariwar	Kohalpur	3
87	Banke	Samaj Sudhar Pariwar	Bankatawa	
88	Banke	Samaj Sudhar Samittee	Fattepur	3
89	Banke	Samajik Sachetna Sarokar Manch	Nepal Ganj N.P.	14
90	Banke	Samajik Sarokar Kendra	Manikapur	4
91	Banke	Samudayik Jagaran Samittee	Puraina	7
92	Banke	Samudayik Sanchar Kendra	Kohalpur	3
93	Banke	Samuhik Bikas Manch	Betahani	4
94	Banke	Sana Kishan Samittee	Matehiya	7
95	Banke	Sarra Bikas Samittee	Fattepur	7
96	Banke	Sewa Sankalpa Pariwar	N.A.	N.A.
97	Banke	Shanti Sudhar Samittee	Naubasta	7
98	Banke	Shekhapur Samaj Bikas Samittee	Ganapur	5
99	Banke	Simari Samaj Sudhar samittee	Kohalpur	4
100	Banke	Sthaniya Gaun Jagaran Samittee	Kamdi	9
101	Banke	Sthaniya Jana Chetana Samitee	Titihiriya	2
102	Banke	Sthaniya Samaj Bikas Samittee	Bankatawa	9
103	Banke	Sthaniya Samaj Bikas Samittee	Shamshergunj	5
104	Banke	Suiya Bikas Samittee	Kathkuinya	8
105	Banke	Sundar Pra. Vi.	Bankatawa	8
106	Banke	Swachchha Paryawaran Byawasthapan Samittee	Bashudevpur	1

107	Banke	Tharu Jagaran Manch	Fattepur	8
108	Banke	Tharu Jagaran Manch Samittee	Fattepur	7
109	Banke	Utpidit Samudayik Bikas Kendra	Rajhaina	3

Field survey, 2004.

Table 2 Lists of CBOs in Bara district

S.N.	District	Name of organization	VDC	Ward no.
1	Bara	Aidiyal Bikas Kendra	Haraiya	4
2	Bara	Bal Samrachhan Nepal	Dahiyar	3
3	Bara	Bal Sangathan	Prastoka	6
4	Bara	Biddhya Sagar Samiti	Uttar- Jhitkaiya	4
5	Bara	Bikalpa Nepal	Uttar- Jhitkaiya	5
6	Bara	Dalit Uthan Kendra	Haraiya	4
7	Bara	Gramin Bikas Samiti	Gadhal	5
8	Bara	Gramin Uttan Uhiyan	Haraiya	2
9	Bara	Gyan Jyoti Mahila Sahakari Sastha	Prastoka	4
10	Bara	Gyandarsan Youth Club	Inarwasira	6
11	Bara	Gyansagar Samiti	Uttar- Jhitkaiya	1
12	Bara	Himalayan Human Rights Monitors (Ngo-National Level)	Ngo National Level	N.A.
13	Bara	Jagadamba Bikas Samiti	Sihorba	5
14	Bara	Jana Kalyan Youth Club	Dohari	6
15	Bara	Janasewa Samaj	Dahiyar	3
16	Bara	Janhit Sewa Samiti	Uttar- Jhitkaiya	3
17	Bara	Khelkudh Tatha Chetna Samuha	Uttar- Jhitkaiya	2
18	Bara	Mahila Jana Chetna Tatha Bahudesiya Kendra	Haraiya	1
19	Bara	Mahila Sambardhan Kendra	Kalaiya	N.A.
20	Bara	Mahila Tatha Balbalika Jagaran Samaj	Gadhal	3
21	Bara	Mahila Uthan Samiti	Prastoka	6
22	Bara	Manab Bikas Tatha Sasaktikaran Kendra (HUDEK)- NGO District	Kalaiya	5
23	Bara	New Advance Samiti	Mahespur	2
24	Bara	New Samajsebi Youth Club	Prastoka	6
25	Bara	Parbati Mahila Samuha	Bajariya	6
26	Bara	Rajdevi Bikas Samiti	Karaiya	8
27	Bara	Samaj Sachetan Kendra (Ngo District Level)	Kalaiya	4
28	Bara	Samudayik Bikas Srot Kendra	Dohari	7
29	Bara	Saraswoti Ra Durga Mahila Samuha	Mahespur	8
30	Bara	Shree Bal Kalyan Bal Samuha	Haraiya	1
31	Bara	Shree Baudhimai Mahila Bachat Samuha	Inarwasira	6
32	Bara	Shree Bikassil Youth Club	Gadhal	3
33	Bara	Shree Garibi Niwaran Karya Samiti	Inarwasira	2

34	Bara	Shree Jagaruk Taramukhi Samiti	Bajariya	7
35	Bara	Shree Janajatiya Uthan Samiti	Prastoka	4
36	Bara	Shree Janakalyan Club	Inarwasira	9
37	Bara	Shree Mahabir Sewa Samiti	Dohari	3
38	Bara	Shree Nawa Pravat Youth Club	Narahi	6
39	Bara	Shree Pragatisil Youth Club	Bajariya	6
40	Bara	Shree Sahajnath Chetnasil Youth Club	Haraiya	1
41	Bara	Shree Sahara Youth Club	Narahi	5
42	Bara	Shree Samajsebi Yuba Samiti	Haraiya	1
43	Bara	Shree Saraswoti Mahila Samuh	Bajariya	5
44	Bara	Shree Sikhhar Janasewa Kendra	Haraiya	1
45	Bara	Shree Suryodaya Samudayik Nepal	Haraiya	6
46	Bara	Star Youth Club	Modda	8
47	Bara	Yuba Sakti Club	Mahespur	4

Field survey, 2004



Table 3 Lists of CBOs in Makwanpur district

S.N.	District	Name of organization	VDC	Ward no.
1	Makwanpur	Agro Farm Foreder Association Nepal(Affan)	N.A.	N.A.
2	Makwanpur	Bal Chetna Samuha	Phakhel	9
3	Makwanpur	Gramin Bikash Manch	gadhi	4
4	Makwanpur	Gramin Mahila Sewa Kendra	Sukaura	N.A.
5	Makwanpur	Himchuli Bal Club	Sukaura	2
6	Makwanpur	Mahila Sakti Bahudesiya Sahakari Sastha	Tistung	3
7	Makwanpur	Mahila Samaj Bahudesiya Sahakari Sastha	Kulekhani	2
8	Makwanpur	Nibuwatar Sewa Samaj	Nibuwatar	9
9	Makwanpur	Prena Bikas Tatha Gagan Samiti,	Nibuwatar	1
10	Makwanpur	Samajik Sikchha Tatha Gramin Bikas Sastha	Budhichaur	3
11	Makwanpur	Shre Lekh Pandrang P.S.	Nibuwatar	3
12	Makwanpur	Malila Uttan Bahuudesiya Sahakari Sastha	Nibuwatar	9
13	Makwanpur	Shree Bahari Mabi Nibuwatar	Nibuwatar	9
14	Makwanpur	Shree Gramin Chhetra Bikas Manch	Padam Pokhari	1
15	Makwanpur	Shree Indra Sarobar Yuba Club	Markhu	4
16	Makwanpur	Shree Jana Pravat Yuba Club	Tistung	5
17	Makwanpur	Shree Jana Sanskriti Munch	gadhi	9
18	Makwanpur	Shree Janata Bal Club	Sukaura	4
19	Makwanpur	Shree Jyoti Prajolan Samaj Sewa Club	Kulekhani	2
20	Makwanpur	Shree Mahila Cooperetive	Padam Pokhari	4
21	Makwanpur	Shree Mahila Gagan	gadhi	5
22	Makwanpur	Shree Mahila Milan Cooperetive	Padam Pokhari	1
23	Makwanpur	Shree Mahila Tatha Samudayik Bikas Samj	Tistung	3
24	Makwanpur	Shree Miteri Yuba Club	Phakhel	8
25	Makwanpur	Shree Nawa Jagaran Yuba Club	Sisneri	8
26	Makwanpur	Shree Samaj Bikash Manch	gadhi	4
27	Makwanpur	Shree Samudayik Bikas Sahayog Samaj	Phakhel	4
28	Makwanpur	Shree Saraswoti Bal Club	Markhu	8
29	Makwanpur	Shree Satyaswor Yuba Club	Markhu	1
30	Makwanpur	Shree Sirjana Yuba Club	Phakhel	5
31	Makwanpur	Srijana Mahila Bahudesiya Sahakari Sastha	Markhu	8
32	Makwanpur	Shree Suryamukhi Sahayogi Samuha	Padam Pokhari	4
33	Makwanpur	Sikchha Bikas Samiti	Tistung	3

Field survey, 2004

Table 4 Lists of CBOs in Morang district

S.N.	District	Name Of Organization	VDC	Ward no.
1	Morang	N.A.	Gobindapur	9
2	Morang	Adarsa Bal Bikas Kendra	Sijuwa	9
3	Morang	Adarsa P.S.	Rangeli	4
4	Morang	Amupali Bachat Tatha Rin Samuha	Sorabhag	9
5	Morang	Ananda Darsan Club	Nocha	6
6	Morang	Ananda P.S.Management Committi	Amahi Bariyati	7
7	Morang	Angalo Paribar	Baradhanga	8
8	Morang	Bahadur Baba Chaudhari Pra.Bi.	Rajghat	4
9	Morang	Bahudesiya Club	Gobindapur	6
10	Morang	Bahudesiya Yuba Club	Amardaha	1
11	Morang	Bajar Byabasthapan Samiti	Itahari	2
12	Morang	Bal Bikas Pra.Bi.	Itahari	5
13	Morang	Bal Kalyan Bi.Sa.	Baradhanga	7
14	Morang	Bal Kalyan Mahila Samaj	Sanischare	3
15	Morang	Bal Kalyan Samiti	Amagachhi	6
16	Morang	Bal Kalyan Samuha	Takuwa	9
17	Morang	Beni Samudayik P.S.	Sorabhag	1
18	Morang	Betauna Jhoda Sarswoti P.S.	Babiya Birta	3
19	Morang	Bhagawati P.S.Management Committi	Babiya Birta	4
20	Morang	Bhajan Kirtan Samiti	Babiya Birta	3
21	Morang	Bhawani Bal Bikas Kendra	Rangeli	8
22	Morang	Biddyalaya Bhawan Nirman Samiti	Sijuwa	3
23	Morang	Bidhyalaya Byabasthapan Samiti	Takuwa	8
24	Morang	Bidhyathi Bal Club	Amagachhi	5
25	Morang	Bidyalaya Byabasthapan Samiti	Darbesa	8
26	Morang	Bidyalaya Byabasthapan Samiti	Darbesa	5
27	Morang	Bidyalaya Byabasthapan Samiti	Darbesa	9
28	Morang	Bidyalaya Byabasthapan Samiti	Pokhariya	1
29	Morang	Bidyalaya Byabasthapan Samiti	Pokhariya	5
30	Morang	Bidyalaya Byabasthapan Samiti	Sisabani Jahada	3
31	Morang	Bidyalaya Byabasthapan Samiti	Sisabani Jahada	5
32	Morang	Bidyalaya Byabasthapan Samiti	Sisabani Jahada	9
33	Morang	Bidyalaya Byabasthapan Samiti	Sisabani Jahada	8
34	Morang	Bijaygram Bikas Samiti	Takuwa	1
35	Morang	Birat P.S. Management Committi	Budhanagar	5

36	Morang	Bishnu Mahila Bachat Samuh	Babiya Birta	3
37	Morang	Buddheswori P.S. Management Committi	Budhanagar	6
38	Morang	Byabasayik Talim Kendra	Sisabani Jahada	3
39	Morang	Chetnasil Yuba Federation	Mahadeba	4
40	Morang	Dalit Janajati Bachat Samuha	Babiya Birta	3
41	Morang	Damrabhitta Bachat Tatha Rin Sahakari Sastha	Itahari	6
42	Morang	Devisthan Yuba Club	Itahari	2
43	Morang	Dhagito Samaj Sudhar Samiti	Sijuwa	1
44	Morang	Didhi P.S. Management Committi	Budhanagar	3
45	Morang	District Hospital	Rangeli	1
46	Morang	Durga Lo.Se.S.	Itahari	6
47	Morang	Durga P.S.	Nocha	1
48	Morang	Durga P.S. Management Committi	Budhanagar	8
49	Morang	Durgabas Bahudesiya Sahakari Sastha	Itahari	2
50	Morang	Friends Club	Dainiya	8
51	Morang	Gabisa Stariya Josila Mahila Federation Samuha	Sanischare	8
52	Morang	Gram Devata P.S.	Darbesa	4
53	Morang	Gramin Bahudesiya Sahakari Sastha	Rajghat	5
54	Morang	Gramin Bikas Kendra	Jhurkiya	2
55	Morang	Gramin Janachetna Samaj	Babiya Birta	3
56	Morang	Gramin Janasudar Upabhokta Samiti	Gobindapur	9
57	Morang	Gyan Jyoti Bal Bikas Kendra	Sanischare	8
58	Morang	Gyanodaya Bal Bikas Kendra	Baradhanga	6
59	Morang	Gyanodaya English Boarding S.	Mahadeba	6
60	Morang	Health Post	Dainiya	6
61	Morang	Health Post	Mahadeba	1
62	Morang	Health Post	Takuwa	8
63	Morang	Health Post	Hasandaha	3
64	Morang	Health Post	Amardaha	1
65	Morang	Health Post	Nocha	3
66	Morang	Health Post	Dadar Bairiya	6
67	Morang	Health Post	Darbesa	9
68	Morang	Health Post	Budhanagar	7
69	Morang	Health Post	Mathigachha	2
70	Morang	Health Post	Majare	3

71	Morang	Health Post	Pokhariya	4
72	Morang	Health Post	Sisabani Jahada	4
73	Morang	Health Post	Itahari	3
74	Morang	Health Post Management Committi	Amagachhi	5
75	Morang	Health Post Management Committi	Sorabhag	6
76	Morang	Health Post Management Committi	Kadmaha	6
77	Morang	Healthpost Management Committi	Babiya Birta	1
78	Morang	Help Nepal	Urlabari	4
79	Morang	Himalayan Lo.Se.S.	Itahari	8
80	Morang	Himalayan Upabhokta Samiti	Gobindapur	1
81	Morang	Indreni Bikas Manch	Itahari	4
82	Morang	Itahari Bachat Tatha Rin Sahakari Li.	Itahari	7
83	Morang	Jalpa Singh Devi P.S	Sanischare	1
84	Morang	Jana Jagaran Upabhokta Samiti	Sanischare	8
85	Morang	Jana Jagaran Yuba Club	Mahadeba	2
86	Morang	Jana Jagaran Yuba Club	Pokhariya	4
87	Morang	Jana Sewa Sadan Samiti	Amahi Bariyati	1
88	Morang	Janachetna Abhibridhdi Sewa Samiti	Mahadeba	8
89	Morang	Janajati Utthan Tatha Janajagaran Sang	Majare	7
90	Morang	Janajyoti Yuba Club	Hasandaha	6
91	Morang	Janakalyan P.S. Management Committi	Dainiya	5
92	Morang	Janakalyan Samiti	Dainiya	5
93	Morang	Janata Bal P.S. Management Committi	Budhanagar	2
94	Morang	Janata Lo.Se.S.Management Committi	Amahi Bariyati	4
95	Morang	Janata Lo.Se.S.Management Committi	Rangeli	8
96	Morang	Janata Ma.Bi.	Itahari	3
97	Morang	Janata P.S. Management Committi	Budhanagar	4
98	Morang	Japriya S.S.	Babiya Birta	5
99	Morang	Jaya Mahakali Bachat Samuh	Amardaha	1
100	Morang	Jayama Laxmi Club	Amahi Bariyati	9

101	Morang	Jayama Laxmi P.S.Management Committi	Amahi Bariyati	9
102	Morang	Jharana Samaj Sewa Club	Amardaha	6
103	Morang	Jiwan Bikas Samaj	Amahi Bariyati	3
104	Morang	Kanchan Bal Bikas Kendra	Sanischare	1
105	Morang	Kanchan Bal Bikas Kendra	Sanischare	1
106	Morang	Kanchanganga Bachat Tatha Rin Sahakari Sastha	Itahari	3
107	Morang	Kanchanjanga Yuba Club	Sanischare	1
108	Morang	Katnu Pra.Bi.	Itahari	7
109	Morang	Kopila Upabhokta Samiti	Amagachhi	5
110	Morang	Krisi Bahudesiya Sahakari Sastha	Itahari	5
111	Morang	Lakeswor P.S. Management Committi	Amahi Bariyati	7
112	Morang	Lali Guras Mahila Samuha	Rajghat	N.A.
113	Morang	Laxmi Mahila Bachat Samuha	Babiya Birta	3
114	Morang	Laxmi P.S.	Rajghat	1
115	Morang	Laxmi P.S. Management Committi	Budhanagar	9
116	Morang	Madarsa Slamik Rasidiya	Dainiya	2
117	Morang	Mahalaj Biswal Sahi Sewa Samiti	Dainiya	3
118	Morang	Maharajsthan Lo.Se.S.	Rajghat	6
119	Morang	Mahendra Lo.Se.S.	Itahari	9
120	Morang	Mahendra Lo.Se.S. Management Committi	Babiya Birta	3
121	Morang	Mahendra Ma.Bi.	Itahari	2
122	Morang	Mahila Garelu Silpa Kala Byapar Samiti	Dainiya	3
123	Morang	Mahila Jagaran Samiti	Amagachhi	5
124	Morang	Mahila Utthan Sahakari Sastha	Jhurkiya	9
125	Morang	Manab Adhikar Sikchha Radio Srota Club	Amardaha	6
126	Morang	Manabiya Samsadhan Bikas Kendra Nirman Upabhokta Samiti	Itahari	4
127	Morang	Manakamana Bal Bikas Samiti	Sanischare	1
128	Morang	Manokamana Dugdha Utpadak Sahakari Sastha Li.	Itahari	1
129	Morang	Milan Karobar Samiti	Rangeli	9
130	Morang	Namuna Bal Bikas Samiti	Sijuwa	3

131	Morang	Nari Pragati Mahila Bachat Samuha	Kadmaha	5
132	Morang	Nawa Jagriti Upabhokta Samiti	Hasandaha	3
133	Morang	Nawa Jyoti Yuba Club	Gobindapur	8
134	Morang	Nawajyoti Samuha	Takuwa	9
135	Morang	Nawajyoti Srijana Club	Amardaha	3
136	Morang	Nepal Juniar Red Cross Cyrcle	Amardaha	1
137	Morang	Nepal Red Cross Sociaty Brance	Dainiya	8
138	Morang	Nepal Red Cross Society	Pokhariya	1
139	Morang	Nepal Santhal Adhibasi Utthan Sang	Majare	8
140	Morang	Nichamari Bal Bikas Samiti	Rangeli	1
141	Morang	Pathibhara Pra.Bi.	Itahari	6
142	Morang	Phulbari P.S.	Amardaha	9
143	Morang	Pragati Bal Bikas Kendra	Jhurkiya	7
144	Morang	Pragati Mahila Samaj	Urlabari	4
145	Morang	Pragati Sisu Sewa Kendra	Gobindapur	7
146	Morang	Pragatisil Mahila Jagaran Sastha	Baradhanga	7
147	Morang	Pragatisil S.Management Committi	Babiya Birta	4
148	Morang	Pragatisil Samuha	Darbesa	1
149	Morang	Pravat P.S.	Rajghat	6
150	Morang	Purba Gyan Bal Bikas Kendra	Sanischare	1
151	Morang	Rajghat Health Post	Rajghat	9
152	Morang	Rajghat Ja.Ka.Me.	Rajghat	7
153	Morang	Rajghat Jal Upabhokta Sastha	Rajghat	N.A.
154	Morang	Rajghat Jana Chetna Samaj	Rajghat	3
155	Morang	Rajghat P.S.	Rajghat	5
156	Morang	Ramjanaki Jal Upabhokta Krisak Samuha	Dadar Bairiya	1
157	Morang	Rateholi Sinchai Ayojana	Rajghat	N.A.
158	Morang	Ratnadik Pra.Bi.	Itahari	3
159	Morang	Red Cross Brance	Kadmaha	6
160	Morang	Red Cross Society	Amagachhi	9
161	Morang	Res Cross Brance	Rangeli	2
162	Morang	Rosani Yuba Club	Rajghat	5
163	Morang	Sagardin Plan Upabhokta Samiti	Babiya Birta	9
164	Morang	Sagarmatha Bal Bikas Kendra	Itahari	9
165	Morang	Sahakari Sastha	Majare	3
166	Morang	Sahansil Mahila Samaj	Pathari	8
167	Morang	Samaj Bikas Kendra	Amahi Bariyati	5
168	Morang	Samaj Kalyan Sewa Samiti	Sijuwa	7

169	Morang	Samaj Kalyan Upabhokta Samiti	Amardaha	6
170	Morang	Samaj Sewa Upabhokta Samiti	Dainiya	9
171	Morang	Samaj Sewa Yuba Club	Budhanagar	1
172	Morang	Samaj Sudhar Sangh	Itahari	2
173	Morang	Samaj Sudhar Sewa Samiti	Sijuwa	8
174	Morang	Samudayik Club	Nocha	5
175	Morang	Samudayik Upabhokta Samiti	Gobindapur	6
176	Morang	Santi Chhetra P.S.	Rajghat	2
177	Morang	Santi Jagaran Yuba Club	Hasandaha	6
178	Morang	Santi Yuba Upabhokta Samiti	Amardaha	6
179	Morang	Sarashwoti Bal Kendra Management Committi	Babiya Birta	3
180	Morang	Sarashwoti Uchcha Ma.Bi.	Itahari	7
181	Morang	Sarbajanik Lo.Se.S	Rajghat	8
182	Morang	Sarbajanik Pra. Bi.	Amagachhi	3
183	Morang	Sarswoti S.S.	Baradhanga	7
184	Morang	Sarswoti Sewa Samiti	Babiya Birta	2
185	Morang	Satmedhi Bachat Tatha Rin Sahakari Sastha	Itahari	8
186	Morang	Shee Laxmi Bal Bikas Samiti	Darbesa	1
187	Morang	Shiva Samaj Kalyan Club	Kadmaha	9
188	Morang	Shre Janata P.S.	Mahadeba	8
189	Morang	Shree 108 Ananta Bhagawan Mandir Byabasthapan Samiti	Pokhariya	4
190	Morang	Shree Adarsa Bahudesiya Sang	Mathigachha	5
191	Morang	Shree Adarsa P.S. Management Committi	Mathigachha	8
192	Morang	Shree Adharsa Madhyamik Bidhyalaya Bhyabasthapan Samiti	Dainiya	6
193	Morang	Shree Agrasar Yuba Samaj	Nocha	4
194	Morang	Shree Amar Singh S.S.	Hasandaha	1
195	Morang	Shree Ananda Prarambhik Bal Bikas Kendra	Pokhariya	9
196	Morang	Shree Ananta Bal Club	Pokhariya	4
197	Morang	Shree Ananta P.S.	Kadmaha	9
198	Morang	Shree Anayabari Prarambhik Bal Bikas Kendra	Rajghat	1
199	Morang	Shree Bal Bikas P.S.	Mahadeba	3
200	Morang	Shree Bal Bikas Samiti	Gobindapur	8
201	Morang	Shree Bal Jyoti Bikas Samiti	Darbesa	1
202	Morang	Shree Bal Kalyan Lo.Se.S.	Sanischare	6



203	Morang	Shree Bal Laxmi P.S. Management Committi	Mathigachha	7
204	Morang	Shree Bhagirath Ma.Bi.	Sanischare	8
205	Morang	Shree Bhanu P.S.	Mahadeba	1
206	Morang	Shree Bi.Pi. Prathamik Bidyalaya	Dainiya	7
207	Morang	Shree Birendra Sarbajanik S.S.	Amardaha	1
208	Morang	Shree BP P.S.	Mahadeba	7
209	Morang	Shree Buddha Madyamik Bidyalaya	Sanischare	5
210	Morang	Shree Chetna Yuba Samiti	Dadar Bairiya	2
211	Morang	Shree Devdajo Prarambhik Bal Bikas Kendra	Darbesa	8
212	Morang	Shree Dharmo P.S. Management Committi	Sorabhag	8
213	Morang	Shree Durga Lo.Se.S.	Pathari	3
214	Morang	Shree Durga Mandir Karya Samiti	Majare	3
215	Morang	Shree Durga P.S.	Hasandaha	7
216	Morang	Shree Durga Prarambhik Bal Bikas Kendra	Hasandaha	3
217	Morang	Shree Durga Prarambhik Bal Bikas Kendra	Nocha	4
218	Morang	Shree Durga Prarambhik Bal Bikas Kendra	Nocha	4
219	Morang	Shree Durga S.S. Management Committi	Majare	3
220	Morang	Shree Durga Samudayik P.S.	Dadar Bairiya	2
221	Morang	Shree Ganesh Lo.Se.S.	Rangeli	7
222	Morang	Shree Gangadhareswor Sibalaya	Gobindapur	8
223	Morang	Shree Gautam Buddha S.P.S.	Sorabhag	6
224	Morang	Shree Guleswori P.S.	Takuwa	3
225	Morang	Shree Gyan Jyoti Prarambhik Bal Bikas Kendra	Dainiya	9
226	Morang	Shree Hansa Bahini Samudayik P.S. Management Committi	Sorabhag	4
227	Morang	Shree Hanuman P.S. Management Committi	Majare	2
228	Morang	Shree Harinagara P.S. Management Committi	Mathigachha	8
229	Morang	Shree Harschandragadi P.S. Management Committi	Dainiya	3
230	Morang	Shree Jagriti Bal Bikas Kendra	Kadmaha	9
231	Morang	Shree Jan Samudayik P.S. Management Committi	Sorabhag	5

232	Morang	Shree Janak P.S.	Budhanagar	1
233	Morang	Shree Janaki P.S. Managementk Committi	Majare	5
234	Morang	Shree Janaki Pra. Bi.	Takuwa	7
235	Morang	Shree Janapriya P.S.	Gobindapur	5
236	Morang	Shree Janasewa Bal Bikas Kendra	Gobindapur	5
237	Morang	Shree Janasewa P.S.	Jhurkiya	8
238	Morang	Shree Janata Lo.Se.S. Management Committi	Mathigachha	5
239	Morang	Shree Janata Ma.Bi.	Amagachhi	5
240	Morang	Shree Janata P.S.	Baradhanga	6
241	Morang	Shree Janata Prarambhik Bal Bikas Kendra	Mathigachha	5
242	Morang	Shree Janata Prathamik Bidyalay	Dainiya	1
243	Morang	Shree Janata S.S.	Amardaha	7
244	Morang	Shree Janata S.S. Management Committi	Amagachhi	9
245	Morang	Shree Jawajyoti Sautha Bal Club	Sijuwa	9
246	Morang	Shree Jaya Kisan Krisi Sahakari Sastha	Amardaha	1
247	Morang	Shree Kali P.S. Management Committi	Mathigachha	8
248	Morang	Shree Kali S.S.	Takuwa	6
249	Morang	Shree Kalidurga Nari Bachat Samuha	Dadar Bairiya	2
250	Morang	Shree Kalika Samudayik P.S.	Dadar Bairiya	4
251	Morang	Shree Kisan Samudayik P.S.	Dadar Bairiya	1
252	Morang	Shree Kopila Bal Bikas Kendra	Dadar Bairiya	3
253	Morang	Shree Koshi Prarambhik Bal Bikas Kendra	Sorabhag	8
254	Morang	Shree Lagansil Yuba Club	Dadar Bairiya	1
255	Morang	Shree Lalitya Yuba Club	Mathigachha	2
256	Morang	Shree Laxmi Mandir Samiti	Majare	8
257	Morang	Shree Laxmi P.S. Management Committi	Mathigachha	2
258	Morang	Shree Laxmi Yuba Sporting Club	Mathigachha	2
259	Morang	Shree Leti S.S.	Gobindapur	1
260	Morang	Shree Lo.Se.S.	Baradhanga	9
261	Morang	Shree Lo.Se.S.	Gobindapur	9
262	Morang	Shree Lo.Se.S.	Mahadeba	4

263	Morang	Shree Lok Kalyankari P.S.	Amardaha	6
264	Morang	Shree Ma Bhawani P.S. Management Committi	Mathigachha	4
265	Morang	Shree Mahalaxmi S.S.	Darbesa	1
266	Morang	Shree Maharajthan P.S. Management Committi	Jhurkiya	7
267	Morang	Shree Mahendra Lo.Se.S.Management Committi	Dainiya	4
268	Morang	Shree Mahendra P.S.	Mahadeba	9
269	Morang	Shree Mahendra P.S. Management Committi	Majare	8
270	Morang	Shree Mangal Singh S.S.	Amardaha	5
271	Morang	Shree Maniratna Kirtan Mandali	Hasandaha	5
272	Morang	Shree Manokamana Prarambhik Bal Bikas Kendra	Mahadeba	4
273	Morang	Shree Maundakali Prarambhik Bal Bikas Kendra	Rangeli	1
274	Morang	Shree Morang Ubak Pustakalaya	Dainiya	8
275	Morang	Shree Naulo Prarambhik Bal Bikas Kendra	Amahi Bariyati	5
276	Morang	Shree Nawa Bikas Prarambhik Bal Bikas Kendra	Urlabari	7
277	Morang	Shree Nawa Durga Bal Club	Dadar Bairiya	2
278	Morang	Shree Nawa Jiwan P.S.	Kadmaha	6
279	Morang	Shree Nawadurga Mandir	Dainiya	6
280	Morang	Shree Nawajagarn Prarambhik Bal Bikas Kendra	Hasandaha	1
281	Morang	Shree Nawajiwani P.S.	Kadmaha	6
282	Morang	Shree Nawajyoti Bal Bikas Kenra	Sisabani Jahada	1
283	Morang	Shree Nawajyoti Bal Bikas Samiti	Jhurkiya	9
284	Morang	Shree Nawajyoti Prarambhik Bal Bikas Kendra	Pathari	1
285	Morang	Shree Nichamari P.S	Rangeli	1
286	Morang	Shree P.S.	Gobindapur	7
287	Morang	Shree Parbati Mahila Bachat Samuha	Dadar Bairiya	1
288	Morang	Shree Phokali Lo.Se.S.	Nocha	6
289	Morang	Shree Pragati Prarambhik Bal Bikas Kendra	Budhanagar	1
290	Morang	Shree Prarambhik Bal Bikas Upabhokta Samiti	Darbesa	2

291	Morang	Shree Prathamik Biddyalaya	Kadmaha	7
292	Morang	Shree Prathamik. Bidhyalaya	Rangeli	6
293	Morang	Shree Public S.S	Rangeli	3
294	Morang	Shree Purba Gyan Prarambhik Bal Bikas Kendra	Sanischare	1
295	Morang	Shree Radhakrishna Mandir	Mathigachha	3
296	Morang	Shree Radhika P.S.	Urlabari	4
297	Morang	Shree Rajbansi Samaj Sewa Samiti	Mathigachha	2
298	Morang	Shree Ram Janaki P.S. Management Committi	Mathigachha	2
299	Morang	Shree Ram Janki P.S.	Takuwa	1
300	Morang	Shree Ramajanaki P.S. Management Committi	Majare	1
301	Morang	Shree Ramjanaki Mandir	Majare	8
302	Morang	Shree Ramjanki P.S.	Hasandaha	8
303	Morang	Shree Ramjanki Prarambhik Bal Bikas Kendra	Amardaha	9
304	Morang	Shree S.S. Management Committi	Takuwa	9
305	Morang	Shree Sahid Ram Smriti Club	Baradhanga	7
306	Morang	Shree Sahid Ramlaxman P.S.	Hasandaha	3
307	Morang	Shree Samajik Prathamik Bidalaya	Pathari	5
308	Morang	Shree Santhal P.S. Management Committi	Mathigachha	9
309	Morang	Shree Sarada Myaching Fund Samiti	Sorabhag	3
310	Morang	Shree Sarada Samudayik P.S.	Sorabhag	3
311	Morang	Shree Saraswoti Bal Bikas Kendra	Mathigachha	3
312	Morang	Shree Saraswoti Lo.Se.S.	Darbesa	7
313	Morang	Shree Saraswoti P.S.	Amardaha	8
314	Morang	Shree Saraswoti Prarambhik Bal Bikas Kendra	Babiya Birta	3
315	Morang	Shree Saraswoti Prarambhik Bal Bikas Kendra	Amagachhi	9
316	Morang	Shree Saraswoti Prarambhik Bal Bikas Kendra	Takuwa	8
317	Morang	Shree Saraswoti Prarambhik Bal Bikas Kendra	Majare	1
318	Morang	Shree Saraswoti Samudayik P.S.	Sorabhag	7
319	Morang	Shree Saraswoti Samudayik S.S.	Dadar Bairiya	6

320	Morang	Shree Sarbajanik Club	Gobindapur	3
321	Morang	Shree Sarbajanik Lo.Se.S.	Gobindapur	2
322	Morang	Shree Sayapatri Prarambhik Bikas Kendra	Urlabari	7
323	Morang	Shree Sidhartha Jagriti Club	Sorabhag	6
324	Morang	Shree Sikchha Sadan P.S.	Hasandaha	6
325	Morang	Shree Sisu Bikas Upabhokta Samiti	Mahadeba	3
326	Morang	Shree Sisu Bikas Upabhokta Samiti	Mahadeba	3
327	Morang	Shree Sivasakti Samudayik S.S.	Sorabhag	6
328	Morang	Shree Srijana Bal Bikas Kendra	Itahari	4
329	Morang	Shree Sungahat Lo. Se.S.	Hasandaha	5
330	Morang	Shree Upahar Bal Bikas Kendra	Urlabari	7
331	Morang	Shree Yektara P.S. Management Committi	Dadar Bairiya	5
332	Morang	Sisu Sewa Samuha	Takuwa	3
333	Morang	Sital Yuba Charpate Club	Rangeli	7
334	Morang	Srijana Mahila Samaj	Urlabari	6
335	Morang	Srijana Prarambhik Bal Bikas Kendra	Itahari	4
336	Morang	Srijasil Upabhokta Samiti	Hasandaha	5
337	Morang	Sunakhari Bal Bikas Kendra	Pathari	1
338	Morang	Sunbarsi Mahila Bachat Samuha	Gobindapur	4
339	Morang	Sunbarsi Pokhari Samrakchhan Samiti	Gobindapur	4
340	Morang	Sunkhari P.S.	Pathari	1
341	Morang	Sunrise Youth Club	Mahadeba	4
342	Morang	Suryodaya Prarambhik Bal Bikas Kendra	Baradhanga	9
343	Morang	Suryodaya Upabhokta Samiti	Gobindapur	8
344	Morang	Swayam Sebak Kendra	Urlabari	6
345	Morang	Sweta Bal Bikas Kendra	Darbesa	8
346	Morang	Tha Reyukai Nepal	Amardaha	1
347	Morang	Timtime Bahudesiya Sahakari Sastha	Itahari	1
348	Morang	Tribhuvan S.S.Management Committi	Babiya Birta	1
349	Morang	Upabhokta Samiti	Gobindapur	7
350	Morang	Vdc	Budhanagar	1
351	Morang	Vdc	Mathigachha	2
352	Morang	Vdc	Majare	3
353	Morang	Vdc	Pokhariya	4

354	Morang	Vdc	Sisabani Jahada	4
355	Morang	Yuba Bikas Samaj	Majare	3
356	Morang	Yuba Khelkud Bikas Samiti	Pokhariya	3

Field survey, 2004

Table 5 Lists of CBOs in Rautahat district

S.N.	District	Name of organization	VDC	Ward no.
1	Rautahat	Bal Tatha Mahila Sarwangin Bikas Kendra	Garudha Bairima	6
2	Rautahat	Batabaran Janaswasthya Tatha Bal Bikas Kendra	Dipahi	5
3	Rautahat	Bidyalaya Byabasthapan Samiti	Geddhhi Guthi	3
4	Rautahat	Bidyalaya Gunasthar Bikas Lo.Se.S.	Mithuawa	N.A.
5	Rautahat	Bidyalaya Nirman Samiti	Mithuawa	7
6	Rautahat	Bikas Ka Lagi Janasakti Nepal	Santapur	3
7	Rautahat	Bikas Ka Lagi Sathiharu Nepal (NGO-District Level)	Chandra Nigahapur	1
8	Rautahat	Gramin Bikas Kendra (Rudec- Ngo District Level)	Garudha Bairima	N.A.
9	Rautahat	Gramin Bikas Prabatan Kendra	Madanpur	1
10	Rautahat	Gramin Bikas Programm Nepal	Samanpur	3
11	Rautahat	Gramin Janajati Tatha Bal Bikas Karyakram	Laukaha	2
12	Rautahat	Gramin Khanepani Tatha Sarsaphai Janachetna Prabardan Samaj Nepal (RUSYAK)- (NGO District Level)	Chandra Nigahapur	1
13	Rautahat	Gramin Utthan Abhiyan (Ngo District Level)	Haraiya	2
14	Rautahat	Gyan Jyoti Prarambhik Bal Bikas Kendra	Geddhhi Guthi	1
15	Rautahat	Health Post	Geddhhi Guthi	3
16	Rautahat	Jana Jagaran Yuba Club	Dharampur	3
17	Rautahat	Jaya Shree Ram Club	Jayanagar	2
18	Rautahat	Khane Pani Tatha Sarsafai Upabhog Samiti	Geddhhi Guthi	3
19	Rautahat	Khanepani Sarsaphai Byabasthapan Samiti	Madhopur	1
20	Rautahat	Khanepani Upabhokta Samiti	Jayanagar	4
21	Rautahat	Lali Guras Yuba Club	Judhibela	4
22	Rautahat	Mahila Bikas Sakha Jagriti	Madhopur	3
23	Rautahat	Manab Bikas Ayojana Karyakram	Dharhari	9
24	Rautahat	Manab Sasaktikaran Kendra	Sakhuawa	5
25	Rautahat	Manab Sasaktikaran Kendra	Santapur	3

26	Rautahat	Manab Utthan Samaj	Mithuawa	7
27	Rautahat	Nandu Dugdha Utpadak Sahakari Sastha	Dharhari	9
28	Rautahat	Nawa Dibya Bal Bikas Kendra	Geddhhi Guthi	6
29	Rautahat	Naya Kalsh Mahila Samuha	Madhopur	7
30	Rautahat	Nepal Bikas Kendra	Sakhuawa	7
31	Rautahat	Nepal Bikas Parisad	Mithuawa	9
32	Rautahat	Pran (Ngo District Level)	Garudha Bairima	9
33	Rautahat	Pulendra Yuba Club	Dharhari	N.A.
34	Rautahat	Rastiya Bal Bachau Sangathan Nepal	Bhediyahi	3
35	Rautahat	Samaj Bikas Karyakram Nepal	Jetharahiya	8
36	Rautahat	Samaj Sewa Karyakram	Sakhuawa	5
37	Rautahat	Samaj Sewa Parisadh	Prempur Gonahi	7
38	Rautahat	Samaj Sudhar Mancha	Mithuawa	N.A.
39	Rautahat	Samudayik Bikas Antar Samuha	Geddhhi Guthi	6
40	Rautahat	Samudayik Prasaran Sewa Kendra	Jetharahiya	6
41	Rautahat	Samudayik Sikchha Srot Kendra	Judhibela	8
42	Rautahat	Santosi Jana Kalyan Kendra	Geddhhi Guthi	7
43	Rautahat	Seve Nepal	Dharhari	9
44	Rautahat	Seve The Investment Of Nepal -(NGO District Level)	Chandra Nigahapur	1
45	Rautahat	Shree Amarpatti P.S.	Pothiyahi	8
46	Rautahat	Shree Bal Kalyan P.S	Santapur	1
47	Rautahat	Shree Basanta P.S.	Santapur	4
48	Rautahat	Shree Bhagawati P.S.Chilmiliya Bhawan Nirman Samiti	Bariyarpur	6
49	Rautahat	Shree Dalit Bikas Kendra	Bariyarpur	5
50	Rautahat	Shree Dalit Janajagaran P.S.	Santapur	7
51	Rautahat	Shree Dalit Kalyan Samuha	Mithuawa	6
52	Rautahat	Shree Dalit Sisu Bikas Kendra	Madhopur	5
53	Rautahat	Shree Devi Lo.Se.S.	Sakhuawa	N.A.
54	Rautahat	Shree Dipjyoti P.S.	Paurai	9
55	Rautahat	Shree Gramin Utthan Kendra	Bariyarpur	3
56	Rautahat	Shree Hari Krishna Dudh Utpadak Sahakari Sastha	Jayanagar	2
57	Rautahat	Shree Jagadamba Nawa Ubak Club	Jetharahiya	3
58	Rautahat	Shree Jagadamba P.S.	Jetharahiya	9
59	Rautahat	Shree Jagriti Yuba Club	Basanti Patti	8



60	Rautahat	Shree Jana Chetna Samajsebi Yuba Club	Dipahi	5
61	Rautahat	Shree Jana Chetna Yuba Club	Geddi Guthi	5
62	Rautahat	Shree Jana Jagaran Yuba Club	Bhediyahi	1
63	Rautahat	Shree Jana Jagriti Youth Club	Jayanagar	3
64	Rautahat	Shree Jana Kalyan Yuba Club	Sakhuawa	2
65	Rautahat	Shree Jana Kalyan Yuba Samiti	Samanpur	8
66	Rautahat	Shree Jana Sewa Youth Club	Madhopur	5
67	Rautahat	Shree Jana Sikya Bal Club	Geddi Guthi	9
68	Rautahat	Shree Janahit P.S.	Judhibela	1
69	Rautahat	Shree Janata P.S.	Paurai	6
70	Rautahat	Shree Jaya Kisan S.S.Nirman Samiti	Dharhari	8
71	Rautahat	Shree Jayama Baisnabi Yuba Club	Prempur Gonahi	4
72	Rautahat	Shree Jyoiti Kisan Samuha	Laukaha	3
73	Rautahat	Shree Jyoti Mahila Samuha	Madhopur	8
74	Rautahat	Shree Krisak Samuha P.S.	Judhibela	9
75	Rautahat	Shree Lo.Se.S.	Prempur Gonahi	4
76	Rautahat	Shree Lo.Se.S.	Judhibela	2
77	Rautahat	Shree Lo.Se.S. Management Committi	Jetharahiya	2
78	Rautahat	Shree Ma.Bi. Madhopur Nirman Samiti	Madhopur	3
79	Rautahat	Shree Mahendra Se.S.	Paurai	7
80	Rautahat	Shree New Jana Sewa Nepal	Sakhuawa	9
81	Rautahat	Shree P.S	Pothiyahi	4
82	Rautahat	Shree P.S	Dipahi	5
83	Rautahat	Shree P.S	Mithuawa	9
84	Rautahat	Shree P.S. Bhawan Nirman Upabhokta Samiti	Jayanagar	1
85	Rautahat	Shree P.S. Byabasthapan Samiti	Jayanagar	4
86	Rautahat	Shree P.S.Dhobiniya	Bariyarpur	4
87	Rautahat	Shree Pothiyahi P.S.	Pothiyahi	5
88	Rautahat	Shree Pragati Yuba Club	Sakhuawa	N.A.
89	Rautahat	Shree Prarambhik Bal Bikas Kendra	Jayanagar	9
90	Rautahat	Shree Prathamik Bidyalaya	Paurai	3
91	Rautahat	Shree Ramjanaki P.S	Dipahi	2
92	Rautahat	Shree Samaj Sewa Yuba Club	Dharampur	5
93	Rautahat	Shree Samudaya Ma Adharit Samaj Sewa Kendra	Bariyarpur	6

94	Rautahat	Shree Samudayik Bal Pragati Kendra	Sakhuawa	5
95	Rautahat	Shree Samudayik Bikas Kendra Nepal	Geddi Guthi	6
96	Rautahat	Shree Santa Kabir Sewasram	Jetharahiya	6
97	Rautahat	Shree Saraswoti Club	Jetharahiya	7
98	Rautahat	Shree Saraswoti M.S. Byabnasthapan Samiti	Bariyarpur	6
99	Rautahat	Shree Saraswoti Mahila Samuha	Bariyarpur	6
100	Rautahat	Shree Sarbanam Natthya Samuha	Dipahi	7
101	Rautahat	Shree Sisu Bikas Kendra	Mithuawa	6
102	Rautahat	Shree Sisu Kalyan P.S	Paurai	8
103	Rautahat	Shree Siva Sakti Janamukhi Youth Club	Jayanagar	1
104	Rautahat	Shree Srijana Mahila Samiti	Madhopur	4
105	Rautahat	Shree Srijanatmak Youth Club	Bariyarpur	5
106	Rautahat	Shree Suryodaya Bal Club	Jayanagar	5
107	Rautahat	Social Development Programm	Bhediyahi	5
108	Rautahat	Srijana Bal Bikas Kendra	Jayanagar	1
109	Rautahat	Suryo Jyoti Yuba Club	Paurai	8
110	Rautahat	Suryodaya Prarambhik Bal Bikas Kendra	Geddi Guthi	4
111	Rautahat	Suryodaya Yuba Club	Geddi Guthi	7
112	Rautahat	Yuba Tatha Bal Bikas Sewa Nepal	Bhediyahi	5

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Table 6 Lists of CBOs in Sunsari district

S.N.	District	Name of organization	VDC	Ward no.
1	Sunsari	Adarsha Pra. Bal Bikas Kendra	Purba Kusaha	6
2	Sunsari	Adarsha Yuba Club	Haringara	5
3	Sunsari	Amabari Pra. Bal Bikas Kendra	Devanganja	1
4	Sunsari	Ananda Nrdsc Mahila Kendra	Chimadi	6
5	Sunsari	Arati Mahila Samudaya Sastha	Tanmuna	1
6	Sunsari	Bahudesiya Gramin Bikas Kendra	Devanganja	8
7	Sunsari	Bahudesiya Samudayik Bikas Kendra	Madyadarsahi	8
8	Sunsari	Basanta Nrdsc Mahila Kendra	Duhabi	6
9	Sunsari	Chandramukhi Pra.Bal Bikas Kendra	Devanganja	6
10	Sunsari	Chetna Pra.Bal Bikas Kendra	Chhitaha	6
11	Sunsari	Dehayani Nrdsc Mahila Kendra	Sahebganj	8
12	Sunsari	Devi Nrdsc Mahila Kendra	Purba Kusaha	9
13	Sunsari	Dip Jyoti Youth Club	Bhaluwa	7
14	Sunsari	Gautam Pra.Bal Bikas Kendra	Gautampur	2
15	Sunsari	Gautam Samaj Utthan Kendra	Gautampur	9
16	Sunsari	Golden Star Youth Club	Bhaluwa	3
17	Sunsari	Gramin Bahudesiya Bikas Samaj (Rudes)	Babiya	4
18	Sunsari	Gramin Batawaran Janasamudaya Kendra	Haringara	5
19	Sunsari	Gramin Jana Chetna Kendra	Babiya	8
20	Sunsari	Gramin Samaj Utthan Samiti	Chhitaha	8
21	Sunsari	Gramin Samudayik Bikas Tatha Utthan Samiti	Aurawani	9
22	Sunsari	Gulab Nrdsc Mahila Kendra	Chhitaha	9
23	Sunsari	Health Post Management Committi	Rajganja Sinubari	3
24	Sunsari	Health Post Management Committi	Amahi Belha	1
25	Sunsari	Health Post Management Committi	Chimadi	2
26	Sunsari	Jagaran Pra.Bal Bikas Kendra	Chhitaha	4
27	Sunsari	Jagriti Nrdsc Mahila Kendra	Aurawani	9
28	Sunsari	Jana Jyoti Nrdsc Mahila Kendra	Haringara	9
29	Sunsari	Jana Sachetna Sarokar Kendra	Babiya	1
30	Sunsari	Janaki Nrdsc Mahila Kendra	Purba Kusaha	6
31	Sunsari	Jiwan Jyoti Manaw Sarokar Sastha	Tanmuna	5

32	Sunsari	Kalyan Pra.Bal Bikas Kendra	Purba Kusaha	1
33	Sunsari	Kamana Pra.Bal Bikas Kendra	Chhitaha	6
34	Sunsari	Kanchanjanga Pra.Bal Bikas Kendra	Gautampur	9
35	Sunsari	Kopila Pr.S.Bikas Kendra	Saterjhora	5
36	Sunsari	Laxmi Nrdsc Mahila Kendra	Chimadi	4
37	Sunsari	Mahes Nrdsc Mahila Kendra	Rajganja Sinubari	6
38	Sunsari	Mahila Bikash Samiti	Bhaluwa	9
39	Sunsari	Mahila Bikash Samudayik Sewa	Tanmuna	4
40	Sunsari	Makalu Pra.Bal Bikas Kendra	Gautampur	5
41	Sunsari	Manab Bikas Sewa Kendra	Jalpapur	2
42	Sunsari	Manabiya Bikas Ra Batabaran Ka Lagi Samajik Sastha	Chhitaha	3
43	Sunsari	Manaslu Pra.Bal Bikas Kendra	Jalpapur	2
44	Sunsari	Milan Bikas Samaj Kendra	Devanganja	1
45	Sunsari	Nawa Jyoti Samaj Sewa Samiti	Purba Kusaha	4
46	Sunsari	Nawa Jyoti Samaj Utthan Kendra	Jalpapur	9
47	Sunsari	Nawajagriti P.S. Bikas Kendra	Saterjhora	9
48	Sunsari	Nepal Rastiya Ma.Bi. Byabasthapan Samiti	Amahi Belha	2
49	Sunsari	New Everest Youth Club	Babiya	9
50	Sunsari	New Rastiya Yuba Jagriti Club	Saterjhora	3
51	Sunsari	Pasupati Nrdsc Mahila Kendra	Chhitaha	8
52	Sunsari	Phulbari Pra. Bal Bikas Kendra	Devanganja	3
53	Sunsari	Pipal Pra.S. Bikas Kendra	Gautampur	8
54	Sunsari	Pragati Nrdsc Mahila Kendra	Madyadarsahi	9
55	Sunsari	Pragatisil Samj Nirman Kendra	Saterjhora	3
56	Sunsari	Pragatisil Samj Nirman Kendra	Saterjhora	1
57	Sunsari	Prativa Nrdsc Mahila Kendra	Kahanganj	4
58	Sunsari	Rastiya Prathamik Bal Bikas Kendra	Saterjhora	9
59	Sunsari	Rastiya Yuba Jagriti Club	Saterjhora	3
60	Sunsari	Rastiya Yuba Janachetna Club	Saterjhora	2
61	Sunsari	Sahara Samaj Bikas Kendra	Jalpapur	7
62	Sunsari	Samaj Jana Jagaran Youth Club	Babiya	3
63	Sunsari	Samaj Sewa Samiti	Bhaluwa	6
64	Sunsari	Samudayik Samj Utthan Kendra	Devanganja	1
65	Sunsari	Sangharsa Nepal	Tanmuna	4
66	Sunsari	Santi Nrdsc Mahila Kendra	Purba Kusaha	6

67	Sunsari	Saraswoti Nrdsc Mahila Kendra	Devanganja	3
68	Sunsari	Saraswoti Nrdsc Mahila Kendra	Bhaluwa	2
69	Sunsari	Sarswoti Nrdsc Mahila Kendra	Chimadi	4
70	Sunsari	Sarvis Youth Club	Aurawani	4
71	Sunsari	Sarwangin Bikas Kendra	Devanganja	8
72	Sunsari	Satkar Pra.S. Bal Bikas Kendra	Jalpur	3
73	Sunsari	Shree Bahudesiya Gramin Bikas Kendra	Rajganja Sinubari	6
74	Sunsari	Shree Bihani Samaj Bikas Kendra	Haringara	2
75	Sunsari	Shree Chandra Mukhi Club	Chimadi	6
76	Sunsari	Shree Gautam Sewa Kendra	Gautampur	5
77	Sunsari	Shree Gramin Jana Samudaya Kendra	Gautampur	9
78	Sunsari	Shree Himal Pra. Bal Bikas Kendra	Purba Kusaha	6
79	Sunsari	Shree Indreni Jankalyan Samaj	Amahi Belha	1
80	Sunsari	Shree Jana Chettna Upabhokta Samiti	Chhitaha	3
81	Sunsari	Shree Jana Jyoti Yuba Club	Haringara	3
82	Sunsari	Shree Kopila Samudayik Samuh	Saterjhora	5
83	Sunsari	Shree Nawa Jagriti Samaj Utthan Club	Chhitaha	8
84	Sunsari	Shree Nawa Youth Club	Aurawani	9
85	Sunsari	Shree Nepal Bal Abam Mahila Adhikar Manch	Chhitaha	3
86	Sunsari	Shree Pragati Samaj Sewa Kendra	Haringara	2
87	Sunsari	Shree Radha Krishna Samaj Sewa Samiti	Aurawani	8
88	Sunsari	Shree Ram Janaki Youth Club	Aurawani	6
89	Sunsari	Shree Rastiya Adharsa Yuba Club	Rajganja Sinubari	4
90	Sunsari	Shree Samaj Sewa Samiti	Amahi Belha	8
91	Sunsari	Shree Sarada Yuba Club	Ramganj Belagachhiya	3
92	Sunsari	Shree Saraswoti Bal Samuha	Jalpur	2
93	Sunsari	Shree Saraswoti Youth Club	Aurawani	7
94	Sunsari	Shree Suryamukhi Yuba Club	Rajganja Sinubari	7
95	Sunsari	Shree Swabalamban Bikas Kendra	Chimadi	4
96	Sunsari	Shree Than Saskritik Toli	Aurawani	9
97	Sunsari	Sikhar Pra.Bal Bikas Kendra	Purba Kusaha	7
98	Sunsari	Simariya Nrdsc Mahila Kendra	Simariya	3

99	Sunsari	Srijana Mahila Sastha	Tanmuna	7
100	Sunsari	Srijana Yuba Club	Purba Kusaha	5
101	Sunsari	Sunaulo P.S. Bikas Kendra	Chhitaha	8
102	Sunsari	Suryamukhi Pra.Bal Bikas Kendra	Devanganja	5
103	Sunsari	Tablig Nrdsc Mahila Kendra	Sonapur	7
104	Sunsari	Yojana Upabhokta Samiti	Gautampur	9

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