

**Report on**  
**Capacity Assessment of CBOs in selected wards of**  
**Sanphebagar Municipality & Chaurpati Rural**  
**Municipality of Achham district**

**May, 2025**



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## Acronyms

<b>BMZ</b>	Ministry of Economic Cooperation and Development (Germany)
<b>CBOs</b>	Community Based Organizations
<b>CCA</b>	Climate Change Adaption
<b>CFUGs</b>	Community Forestry Users Groups
<b>DRR</b>	Disaster Risks Reduction
<b>FCHVs</b>	Female Community Health Volunteers
<b>FGD</b>	Focus Group Discussion
<b>GESI</b>	Gender Equity & Social Inclusion
<b>GEDSI</b>	Gender Equality, Disability & Social Inclusion
<b>KIIs</b>	Key Informant Interviews
<b>NGO</b>	Non-Government Organization
<b>INGO</b>	International Non-Government Organization
<b>WASH</b>	Water, Sanitation and Hygiene
<b>WUSC</b>	Water Users & Sanitation Committee
<b>WE CAN</b>	Women in Climate-Resilient Agri-systems for Enhanced Nutrition
<b>WHH</b>	Welthungerhilfe (a German non-government organization)

## Executive Summary

This report presents the findings of a comprehensive Capacity Assessment of Community-Based Organizations (CBOs) conducted in selected wards of Sanphebagar Municipality and Chaurpati Rural Municipality of Achham District. This capacity assessment of CBOs was conducted in ward no. 2,3,9,10,14,11 & 12 of Sanphebagar municipality & ward no.4,5,6,7 of Chaurpati rural municipality under the “Women in Climate-Resilient Agri-systems for Enhanced Nutrition (WE CAN) project, which is financially supported from BMZ/WHH in collaboration with PeaceWin & WAC Nepal Achham and Implementing by SAMABIKASH Nepal. The assessment was carried out with the primary objective of evaluating the existing capacities, organizational structures, programmatic effectiveness, and challenges faced by CBOs operating at the grassroots level. This assessment assists as a foundational step in strengthening local governance, promoting inclusive development, and enhancing community resilience through improved institutional performance at community level.

The capacity assessment has covered 166 CBOs formed across eleven wards, however three CBOs from each ward has been selected based on geographic diversity, representation of vulnerable groups, and active engagement in development and service delivery as well as previously involved in similar thematic areas of WE CAN project. To select the 3 best CBOs, the prior consultation with SAMABIKASH Nepal’s team has been also conducted during the assessment.

The CBOs assessed during the study includes Mother groups, Farmer groups, Savings & Credit Cooperatives, Community Forestry Users Groups (CFUGs), Women Network, and Water User and Sanitation Committees (WUSCs). To accessed the existing capacity of CBOs, the study methodology employed was participatory and inclusive, involving key informant interviews (KIIs), focus group discussions (FGDs), semi-structures interviews with key position holder of CBOs and, and a review of organizational documents and reports.

In recent years, with the devolution of power through the Federal restructuring in Nepal, the role of community-level institutions has become increasingly vital. CBOs act as the bridge between citizens and local government structures, facilitating service delivery, support local development planning, and social mobilization. However, preliminary observations and stakeholder consultations suggested that many CBOs in Achham face significant challenges in areas such as governance, financial management, gender, disability and social inclusion (GEDSI), leadership, networking and coordination with local governments as well as development agencies. This assessment was therefore initiated to provide evidence-based recommendations for institutional strengthening and capacity development of CBOs.

## Key Findings

- The general assessment has been conducted in 166 CBOs and of which **30** CBOs has been selected (3 CBOs from each 9 wards and 3 CBOs from Sanphebagar-11 &12 ) has been selected for detailed assessment. The CBOs already included in the WE CAN project has not been assessed as suggested by SAMABIKASH Nepal.
- Out of total assessed CBOs, 102 CBOs are from Sanphebagar Municipality and 64 CBOs are from Chaurpari Rural Municipality.
- Among the total 166 CBOs, only 45 (27%) CBOs found registered within the local governments.
- Regarding the types of CBOs, 61(37%) are farmer groups, 46(28%) are mother groups, 13(8%) are community forestry users' groups (CFUGs), 7(4%) are cooperatives, 3(2%) are women networks & 36(22%) are others<sup>1</sup>.
- Regarding the working sectors of CBOs according to their bylaws, most CBOs have mentioned multi-sectors as their working sectors. In general, mostly have livelihoods and agriculture as their working sector.
- Out of total 166 CBOs, 60(36%) CBOs have written bylaw and 106 (64%) CBOs do not have bylaw.
- Regarding the gender equality, disability, and social inclusion (GEDSI) assessment in CBOs, it found very inclusive. According to analysis, there are 1821 executive committee members of 166 CBOs. Of which, 1168 (64%) are women and 653(36%) are men. Similarly, dalit representation is 323(18%) and representative of Persons with Disabilities (PwD), and single women also found proportionately good.
- Most of the CBOs do not have working experience in food security and advocacy. However, about 40% CBOs have experiences working in agriculture, livelihoods and nutrition.
- Financial systems across the CBOs are generally found weak. External financial audits are rare; only about 19% of CBOs have been audited in the past three years. Most CBOs rely heavily on donor or project-based funding and lack sustainable income-generation strategies.
- CBOs are involved in various thematic areas, including agriculture, livelihoods, savings and credit. However, implementation of activities is inconsistent and often dependent on short-term projects or support from NGOs.

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<sup>1</sup> Others- youth club, youth networks, child clubs etc.

- There is limited knowledge of national or municipal development plans, policies, and entitlements among CBO members.
- Leadership positions are often occupied by the same individuals over multiple terms, limiting broader participation. Many leaders and members have not received formal training in leadership, advocacy, or financial management.
- CBO engagement with local government is weak and mostly transactional. Only few (13%) CBOs have involved in local planning process during the settlement level planning.

## Recommendations:

Based on the assessment findings, the following priority recommendations are proposed:

- Structured capacity development programs on organizational governance, financial management, leadership, and GEDSI mainstreaming should be conducted regularly.
- Support should be provided to CBOs to develop and adopt written bylaws, policies, and operational guidelines to strengthen transparency and accountability.
- Introduction of basic bookkeeping tools and periodic auditing practices should be promoted, along with training on income-generating activities to reduce external funding dependency.
- Tailored support is needed to ensure meaningful inclusion of women, persons with disabilities, and disadvantaged communities in both membership, leadership and programming is crucial.
- To strengthening linkages with local governments, mechanisms should be created to foster regular engagement between CBOs and local government officials, such as planning monitoring and
- Simple M&E tools should be introduced to track progress, document lessons, and support adaptive management within CBOs.

# Chapter-I: Introduction

## I.1. Background

This report presents the findings from the capacity assessment of Community-Based Organizations (CBOs) in selected wards of Sanphebagar Municipality and Chaurpati Rural Municipality of Achham District. The assessment, commissioned by SAMABIKAS Nepal and supported by BMZ/WHH in collaboration with PeaceWin, Bajura and WAC Nepal, was conducted to evaluate the institutional, technical, and advocacy capacities of CBOs working in food and nutrition security, gender equality, rights-based advocacy, and climate resilience.

Community-Based Organizations (CBOs) are critical actors in fostering inclusive development, improving local governance, and ensuring the delivery of essential services at the grassroots level. In Nepal, particularly in rural and underserved regions such as Achham District of Sudurpashchim Province. CBOs play a pivotal role in complementing governmental and non-governmental initiatives aimed at poverty reduction, community empowerment, climate adaptation, and basic service delivery. These organizations often serve as a bridge between communities and formal institutions, enabling localized planning, implementation, and monitoring of development activities.

Achham District is one of the remotest and least developed area in Nepal, facing multiple development challenges, including food insecurity, limited access to health and education services, climate-induced risks, gender & social/culturally based discriminations, and migration-related vulnerabilities. Within this context, the municipalities and rural municipalities rely heavily on the capacity and engagement of local CBOs-such as women's groups, youth clubs, farmers' cooperatives, water user committees, forest user groups, and savings and credit groups-to mobilize community participation and ensure sustainability of development interventions.

Sanphebagar Municipality and Chaurpati Rural Municipality, selected for this assessment, have diverse CBOs operating across their wards. These organizations vary in structure, focus area, and functionality. While many have been instrumental in driving local development agendas, their capacities in institutional governance, financial management, planning, and service delivery remain uneven and often underdeveloped. Recognizing the need to strengthen local institutional capacities to effectively implement development projects and promote community resilience, a systematic assessment of CBOs' capacity in these areas becomes essential.

Over the past decades, multiple donor-funded programs and governmental schemes have worked in collaboration with CBOs in the targeted areas. Despite such engagement, anecdotal evidence and preliminary consultations indicate that several CBOs continue to face systemic weaknesses related to organizational governance, strategic planning, resource mobilization, record-keeping, coordination, and accountability. These gaps not only hinder the performance of the CBOs themselves but also limit the broader development impact at the community level.

Capacity assessment of CBOs serves multiple purposes. Firstly, it provides a structured understanding of the existing institutional strengths and areas of improvement. Secondly, it informs development partners, local governments, and implementing agencies on how best to tailor capacity-building initiatives, technical support, and resource allocations. Thirdly, it sets a foundation for monitoring progress over time and measuring the impact of institutional strengthening efforts. Finally, it helps ensure that CBOs can play an effective role in inclusive, participatory, and accountable development processes. The findings from this assessment are expected to guide strategic interventions in institutional development, capacity enhancement, and policy advocacy within Sanphebagar and Chaurpati. It is envisioned that stronger CBOs will lead to better service delivery, greater community engagement, and improved outcomes in key development sectors such as health, nutrition, education, climate resilience, and livelihood promotion.

## **I.2. Objective of the Study**

The primary objective of this capacity assessment is to evaluate, identify, and select Community-Based Organizations (CBOs) in selected wards of Sanphebagar Municipality and Chaurpati Rural Municipality that can effectively contribute to networking, advocacy, and the promotion of food and nutrition security, gender equity, and a rights-based development approach. This assessment will guide the design of targeted capacity development initiatives under the "Women in Climate-Resilient Agri-Systems for Enhanced Nutrition (WE CAN)" project, thereby strengthening community-led advocacy and inclusive development in the project area.

### **Specific Objectives:**

1. To assess the organizational functioning, governance, and advocacy readiness of existing CBOs in the thematic areas relevant to the WE CAN project.
2. To identify gaps and opportunities for capacity building of CBOs for future capacity interventions.

3. To facilitate the selection of strong CBOs for further support and select 30 CBOs
4. To provide actionable feedbacks and strengthen community engagement.

## **I.3. Context**

The capacity assessment of Community-Based Organizations (CBOs) is being carried out as part of the "Women in Climate-Resilient Agri-Systems for Enhanced Nutrition (WE CAN)" project, implemented by SAMABIKAS Nepal with technical and financial support from BMZ/WHH, and in collaboration with PeaceWin and WAC Nepal. This project operates in Sanphebagar Municipality and Chaurpati Rural Municipality of Achham District, Sudurpashchim Province, targeting 2,500 marginalized households, especially those headed by women and vulnerable to climate change and nutrition insecurity.

The project seeks to strengthen grassroots structures for advocacy, food and nutrition security, gender equity, and rights-based development. To this end, a structured and participatory assessment will be conducted across 9 targeted wards to identify and evaluate 27 CBOs. The findings will help inform future advocacy strategies, capacity-building plans, and institutional support to enhance the CBOs' role in community mobilization and policy influence. This initiative aligns with broader efforts to build resilient local systems that prioritize marginalized voices, particularly women, Dalits, persons with disabilities, and other excluded groups, thereby fostering sustainable and inclusive development.

## **I.4. Scope of the assignment**

The scope of the capacity assessment of Community-Based Organizations (CBOs) in the selected wards of Sanphebagar Municipality and Chaurpati Rural Municipality in Achham District is multifaceted and strategically designed to enhance grassroots advocacy and organizational effectiveness. As part of the "Women in Climate-Resilient Agri-Systems for Enhanced Nutrition (WE CAN)" project implemented by SAMABIKAS Nepal in collaboration with PeaceWin and WAC Nepal with support from BMZ/WHH, the assessment plays a vital role in strengthening local civil society's contribution to climate-resilient agriculture, nutrition security, and rights-based development.

At the core, the assignment seeks to systematically evaluate and select 30 CBOs—three from each of the nine targeted wards-across the two municipalities and additional 3 CBOs from Sanphebagar ward no. 11 & 12. These CBOs will be instrumental in carrying out localized advocacy, mobilizing communities, and influencing policy in relation to food and nutrition security, gender equality, and climate resilience.

The process is designed to be participatory, inclusive, and evidence-based, involving diverse stakeholders including project teams, independent experts, local government bodies, and the CBOs themselves.

The capacity assessment is not limited to administrative audits or operational reviews; it delves deeply into the functional, structural, and strategic aspects of CBOs. The assessment focuses on organizational governance, decision-making participation-particularly female leadership, and accountability mechanisms. Special emphasis is given to compliance with legal standards, regularity of audit reports, and the presence of inclusive structures. CBOs are expected to demonstrate 50% representation of women and marginalized groups such as Dalits, youth, and people with disabilities (PWDs) in decision-making processes, highlighting the project's commitment to inclusive development.

Furthermore, the scope extends to evaluating the thematic alignment of CBOs with project objectives. Preference is given to organizations working in agriculture, livestock, disaster risk reduction (DRR), climate change adaptation (CCA), food sovereignty, and related sectors. Cooperatives, farmers' groups, women's collectives like Aama Samuha, and Community Forest User Groups (CFUGs) are among the target entities. CBOs that are engaged in advocacy for land rights, Agri-enterprise development, marketing, processing, and other value chain interventions are also prioritized. Their previous experiences, case studies, and documented impact stories serve as key indicators of their potential contribution to the WE CAN project.

The assessment involves a rigorous and standardized methodology comprising mapping, surveys, key informant interviews (KII), focus group discussions (FGDs), and secondary data reviews. Independent experts will design assessment tools tailored to the project's thematic focus and contextual relevance. Through this process, the strengths, challenges, and capacity gaps of each CBO will be identified. This approach ensures that selected CBOs are not only compliant and functional but also capable of engaging in sustained policy advocacy and community mobilization.

Additionally, the assessment aims to support capacity development by identifying gaps and recommending targeted interventions. Based on the findings, a detailed capacity-building plan will be proposed to enhance the selected CBOs' organizational development, advocacy skills, governance mechanisms, and programmatic capacities. This ensures that support goes beyond selection and contributes to long-term sustainability and empowerment of local organizations.

Stakeholder engagement forms a critical component of the assessment. Local governments and other key actors will provide oversight, ensuring the assessment aligns with broader policy frameworks and

community development goals. This collaboration is crucial for institutionalizing advocacy outcomes and fostering a sense of ownership among local authorities.

Another important element of the assessment scope is the development of CBO profiles and a comprehensive final report. These outputs will serve as reference documents for future engagement, monitoring, and evaluation. The profiles will highlight each organization's current capacities, areas for growth, and potential roles in project implementation. Feedback from the assessment will also be shared with the CBOs, contributing to internal planning, organizational learning, and accountability.

In conclusion, the scope of the CBO capacity assessment in Sanphebagar and Chaurpati goes far beyond a traditional review. It is a strategic, participatory, and inclusive exercise aimed at building strong community institutions capable of driving grassroots advocacy for food security, climate resilience, and gender equity. Through this effort, SAMABIKAS Nepal and its partners seek to empower CBOs not only as project participants but as long-term agents of change within their communities.

## **1.5. Literature review-CBOs evolvement in Nepal**

### **1.5.1. History of CBOs in Nepal**

In Nepal, Community-Based Organizations (CBOs) have a long and evolving history rooted in traditional communal practices and later formalized through development initiatives and state policies. The emergence of CBOs in Nepal can be traced back to traditional systems of cooperation such as Parma, Dhikur, and Guthi, which were informal social institutions that promoted mutual help among community members. These traditional forms played a crucial role in fostering collective action and communal well-being in rural Nepal before unification of Nepal (Upreti et al., 2018).

The formal concept of CBOs began to take place after the 1950s when Nepal transitioned into a more democratic political governance system. During this period, international development partners and NGOs started to enter the country and they have introducing modern development models that encouraged community participation. The formation of Panchayat-based groups in the 1960s and 1970s, especially in areas of agriculture, forestry, and water management, marked the early institutionalization of community-based groups (Bhatta & Mishra, 2019). These organizations operated under a top-down development model but laid the groundwork for future CBOs in terms of organizational structure and local engagement.

A significant milestone in the history of CBOs in Nepal occurred during the 1980s-1990s with the implementation of participatory development approaches. Government-led initiatives such as the Community Forestry conservation Program empowered local users by handing over the management of forest resources to Community Forest User Groups (CFUGs), which are among the most successful examples of CBOs in Nepal. This model was later replicated in sectors like irrigation (WUA - Water User Associations) and water users and sanitation committees (Ojha et al., 2016). These groups operated under legally recognized frameworks and demonstrated the effectiveness of decentralized natural resource management and governance.

After restoration of democracy in 1990 and democratic movements of 2006 brought a significant change in political and social dimensions also influenced the development of CBOs. The 1990's constitution and particularly after promulgation of the 2015 Constitution of Nepal widen inclusive and participatory governance and it has encouraged the growth of CBOs as vital actors to establish system of local development and governance. After the post-conflict period and agreed on the Comprehensive Peace Accord in 2006, the rights-based/advocacy-based CBOs specially in sectors such as human rights, gender equality and social inclusion

The post-conflict period after the Comprehensive Peace Accord in 2006 further promoted the establishment of rights-based and advocacy-oriented CBOs, especially in sectors such as human rights, gender equality, and social inclusion. (Neupane & Adhikari, 2020).

With the adoption of Federal system in 2015, the role of CBOs has become even more pronounced at the local level. The Local Government Operation Act, 2017 recognizes the importance of community institutions and encourages local governments to collaborate with them in planning and service delivery. Currently, CBOs are instrumental in implementing development programs, enhancing social accountability, promoting participatory governance, and addressing local needs in health, education, agriculture, disaster risk reduction, and more (MoFAGA, 2020).

### **1.5.2. The GoN's envision towards CBOs development in Nepal**

It has been widely accepted that Community-Based Organizations (CBOs) are integral actors in Nepal's socio-economic development, particularly for empowerment of marginalized people (by gender, caste, geographical condition or any other forms of discriminations), strengthening service delivery, identification of local issues, and for participatory governance. Although, there is no single

comprehensive legal documents and framework dedicated towards CBOs. However, various sectoral policies and documents of GoN has recognized and defined CBO's roles.

According to the Ministry of Foreign Affairs and General Administration (MOFAGA), - CBOs are grassroot level, non-governmental, voluntary organizations/groups formed by local people to address common needs and problems through collective actions (MoFAGA, 2021). CBOs refers community groups such as; users committees, cooperatives, saving and credit groups, community forestry users groups, farmer groups, mother groups, and self-help groups etc. These CBOs primarily at ward level and registered at local level.

The Government of Nepal envisions CBOs as vehicles for inclusive local development, citizen empowerment, and participatory democracy. The Local Government Operation Act 2017 highlights the importance of citizen participation through local user committees, community organizations, and thematic groups in planning and implementation processes at the local level. It enables local governments to engage CBOs in development planning, budget allocation, monitoring, and social accountability (GoN, 2017). Furthermore, Nepal's 15<sup>th</sup> plan (2019/20–2023/24) developed by the National Planning Commission (NPC) emphasizes the need to strengthen community institutions as a strategy to localize the Sustainable Development Goals (SDGs), improve local service delivery, and promote gender equality and social inclusion (NPC, 2020).

At the federal level, several sectoral policies and strategies encourage the role of CBOs. For instance, the National Framework on Local Adaptation Plans for Action (LAPA) promotes CBO engagement in climate adaptation and resilience building. Similarly, the Agriculture Development Strategy (2015–2035) and the National Health Policy (2019) prioritize community organizations in delivering agricultural extension services and promoting community health governance, respectively (MoALD, 2015; MoHP, 2019). These policies position CBOs as partners in planning, implementation, and monitoring of development programs, especially in remote and underserved areas.

Provincial governments, established after federalization, are in the process of developing their own legal and policy frameworks. While the institutionalization of CBOs is still evolving at the provincial level. Many provinces have adopted guidelines for supporting cooperatives, community forestry user groups, and local infrastructure user committees. For example, Lumbini Province has formulated provincial cooperative policies and capacity-building frameworks for CBOs, recognizing their role in promoting inclusive local economic development (Lumbini Provincial Government, 2021).

At the local level, municipalities and rural municipalities have increasingly included CBOs in their planning processes through participatory planning mechanisms, such as ward-level planning meetings and social mobilization programs including issue-based advocacy. The participatory planning guidelines issued by MoFAGA encourage local governments to support the formation and institutional strengthening of CBOs to ensure community ownership and sustainability of development interventions (MoFAGA, 2022). Local governments have also begun to allocate budgets directly to CBOs through ward-level planning and small grant mechanisms for CBOs sustainability.

In the context of Sanphebagar Municipality and Chaurpati Rural Municipality, both local governments are in the process of formulating various acts, rules, strategies, procedures, and guidelines. Sanphebagar Municipality has already developed a GESI Policy (2077) and GESI Strategy (2079), Users' Committee Formation and Mobilization Procedure (2078), Cooperative Act (2075), Organizations Registration Act (2078), and the Tole Bikash Sanstha Formation and Mobilization Guideline (2077).

Similarly, Chaurpati Rural Municipality has formulated the Women's Network Formation and Mobilization Guideline (2080), GESI Strategy (2079), Cooperative Act (2074), and Users' Committee Formation and Mobilization Guideline (2074). However, the aforementioned acts, regulations, strategies, and procedures are not being effectively implemented.

## Chapter-2: Methodology

### 2.1. Consultation meeting:

Before carrying out the CBOs' capacity assessment at the field level, consultation meetings were conducted with both municipalities and SAMABIKASH Nepal as part of the desk review. During the consultations, information was primarily collected on the legal provisions of local governments, the CBOs' registration process, and the mechanisms for coordination, collaboration, and monitoring/supervision of CBOs.

As consultations have been conducted in both Palikas (representatives and officials) which are already familiar with the WE CAN project's working modalities and the involvement of its partner at the community level for implementation.

### 2.2. Enumerators selection and training

To conduct the CBO assessment, nine enumerators were selected in consultation with the concerned wards and the SAMABIKASH Nepal team. A total of nine enumerators were deployed to collect both basic/general and detailed information on the CBOs. To build the capacity of the enumerators on CBO



*Photo-1: Training to enumerators on CBOs data collection*

assessment formats and data collection techniques, a one-day training was organized on 3rd May 2025. The list of enumerators is presented in Annex-I.

## 2.3. Assessment tools used

Assessment tools such as; CBOs assessment formats (CBO's General information format & CBO's detail assessment format), Focus Group Discussion (FGD) guide, and Checklists for Key Informant Interviews (KII) were developed and used. Those formats are presented in **Annex-8**.

- **Semi-structured Interviews with CBOs**

To conduct the CBOs assessment, two semi-structured interview questions were developed. One question set with basic information was developed and used to collect basic information of all 166 CBOs. After completed the collection of basic information of 166 CBOs, a detailed questionnaires' set was used to collect detail information of selected 30 CBOs (3 CBOs from previously selected 9 wards and 3 from newly selected wards of Sanphebagar municipality).

- **Focus Group Discussion (FGDs)**

After selection of 30 CBOs from all selected wards, two focus group discussion (FGD)- one with women and one with dalits/marginalized group was conducted in each CBO. In total, 47 FGDs (**Women group: 27 and Dalits groups: 20**) were conducted based on FGD guiding instructions<sup>2</sup>. The number of FGDs has been reduced because of there is no availability of Dalits community in CBOs. Lists provided in **Annex-2**.

- **Key Informant Interviews (KIIs)**

Key Informant Interviews (KIIs) were conducted with the Mayor, Chairperson, Deputy Mayor, Vice-Chairperson, Ward Chairpersons of the relevant wards, municipal officials, and heads/staff of the concerned municipal sections in both Sanphebagar Municipality and Chaurpati Rural Municipality. A total of 16 KIIs were conducted with municipal and ward representatives as well as officials. The list of KII participants is provided in Annex 3.

## 2.4. Indicators/dimensions Assessed

The major indicators/dimensions assessed during the CBOs capacity assessment are; organizational capacity & governance, human resources & financial capacity, programmatic & thematic experience,

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<sup>2</sup> FGD guiding instructions are presented in Annex-4: FGD questionnaires.

advocacy & networking, GEDSI, and office management, documentation & evidence are the major thematic dimensions assessed during the CBOs capacity assessment.

For the in-depth assessment of CBOs, the indicating questionnaires has been developed for each above-mentioned dimension. The harmonization of questions for semi-structured interviews, focus group discussion (FGD), and key informant interviews (KIIs) has been adopted to verify the qualitative and quantitative response collected from CBOs, women/dalit groups, and municipal representatives/officials. The question sets are presented in **Annex-4**.

## 2.5. CBOs selection methods and Process

To conduct the capacity assessment of CBOs in Sanphebagar Municipality and Chaurpati Rural Municipality of Achham District, a mixed-method approach was applied, comprising both qualitative and quantitative methods. The quantitative method included semi-structured interviews with representatives from 166 CBOs. The qualitative methods involved focus group discussions (FGDs) with women and Dalit members of CBOs, as well as key informant interviews (KIIs) with municipal representatives and officials, and a short consultation meeting at municipal level was also conducted to identify the tentative number of CBOs, their types and activeness.

During the CBOs assessment process, the primary assessment<sup>3</sup> has been conducted of all CBOs available at community level. As a primary selection process, all CBOs (except already working with project under PeaceWin, Bajura) were taken for primary assessment. After completed the primary assessment of 166 CBOs, 30 CBOs were selected from 11 wards (Sanphebagar M: 2,3,9,10,11,12,14 & Chaurpati RM: 4,5,6,7). The number of CBOs conducted primary assessment and detail assessments are presented below in **Table-I**.

In the initial phase of the capacity assessment of community-based organizations (CBOs), a basic sketching was conducted of all existing CBOS in the project-implemented wards (excluding those newly formed by the project). This basic assessment focused on the organizations' legal and registration status, institutional structure, inclusiveness, and areas of work experience.

A total of 166 community-based organizations were identified in the project-implemented wards, and their basic status was assessed.

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<sup>3</sup> Primary assessment means collected primary data such as; type of CBO, registration, working areas, governance status etc...

Table 1:Ward wise CBOs- conducted assessment

LG Name	Ward #	Total CBOs assessed	Nos. of CBOs selected for detail assessment
SANPHEBAGAR MUNICIPALITY	14	16	3
	10	11	3
	3	20	3
	2	20	3
	9	20	3
	11	4	1
	12	11	2
<b>Total:</b>		<b>102</b>	<b>18</b>
LG Name	Ward #	Total CBOs assessed	Nos. of CBOs selected for detail assessment
CHAURPATI RURAL MUNICIPALITY	7	20	3
	6	17	3
	5	13	3
	4	14	3
<b>Total:</b>		<b>64</b>	<b>12</b>
<b>Total CBOs:</b>		<b>166</b>	<b>30</b>

For the selection of 30 CBOs, it has been selected based on **geographical presentation, thematic working experiences, and inclusiveness** in their structures. Similarly, other dimensions such as suitability for advocacy on social issues, activeness, and governance has been also added. The areas and indicators assessed are presented in **Annex- 4** in details. After selection of 30 CBOs for detail assessment, informally prior concerns have been taken from SAMABIKASH, Nepal team.

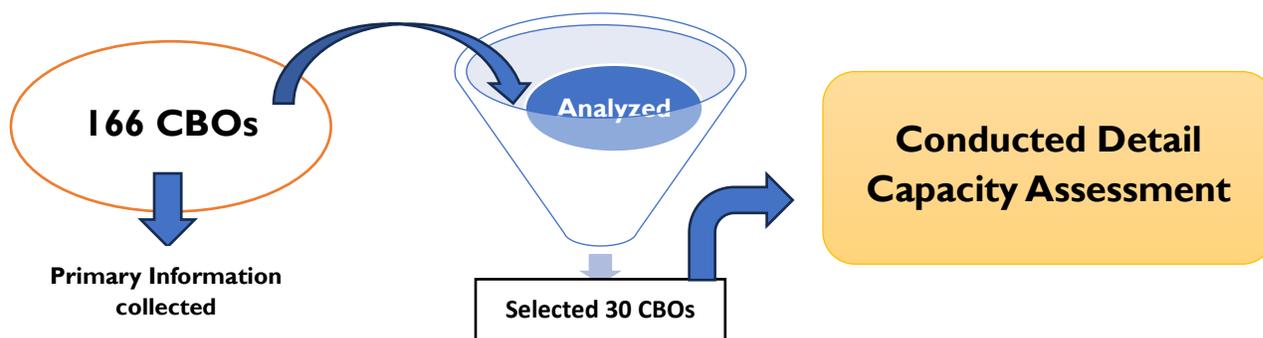


Diagram 1: CBOs selection process applied

## 2.6. Limitations

While every effort has been made to ensure the accuracy and representativeness of the findings, certain limitations must be acknowledged. These include the limited time frame for field data collection, potential biases in self-reported data, variability in CBO documentation practices, and logistical constraints due to remoteness of the locations. Moreover, the assessment does not cover all wards or all CBOs in the two municipalities, which may affect the generalizability of the results. Nonetheless, the insights generated from the CBOs provide a valuable snapshot of prevailing trends and capacity levels, which can inform wider programmatic decisions for the future.

Besides above limitations, this assessment has involved only few representatives from CBOs, which might not reflect the perspectives of the wider community members served. Similarly, the FGD and KIs have been conducted as sample basis, which might not be represent the whole local governments and their units understanding about the performance of CBOs.

## 2.7. Structure of the report

Besides the cover page, acronyms, table of contents, lists of tables, figures, pictures and executive summary, this report has been divided into six chapters. Which includes;

**Chapter-1:** Introduction: This chapter describes about background, propose and objectives, context, & scope of the assignments including literature reviews on CBOs evolvement in Nepal. **Chapter-2:** Study Methodology describes about- consultation meeting/desk review, enumerators selection and training, assessment tools used during the CBOs capacity assessment process. **Chapter-3:** Major findings, describes on major findings of primary assessment and detailed assessment of 30 CBOs based on the thematic dimensions. It presents an analysis of capacity dimensions across the governance, financial management, legal provisions, working experiences, and inclusivity in CBOs. **Chapter-4:** SWOT analysis of CBOs and **Chapter-5:** Conclusion and recommendation, which summarizes key takeaways and practical/doable recommendations/suggestions for stakeholders.

# Chapter-3: Major Findings

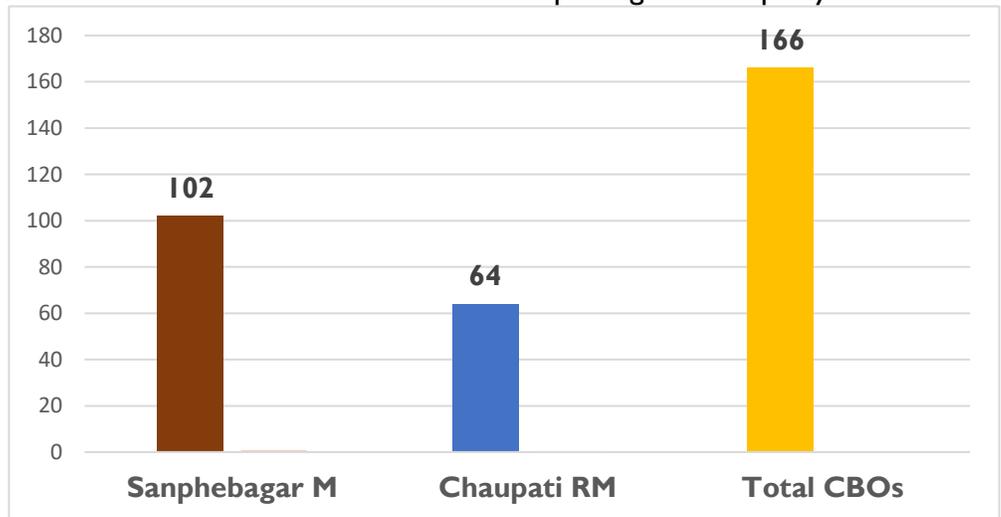
This chapter discusses about the major findings of assessment of CBOs assessed during the capacity assessment. In this chapter, finding summary of primary assessment of 166 CBOs and finding summary of selected 30 CBOs has been detailed-out according to their capacity on governance, financial management, working experience, and legal provisions. The lists of 166 CBOs presented in Annex-4.

## 3.1. Major Findings of Primary assessment

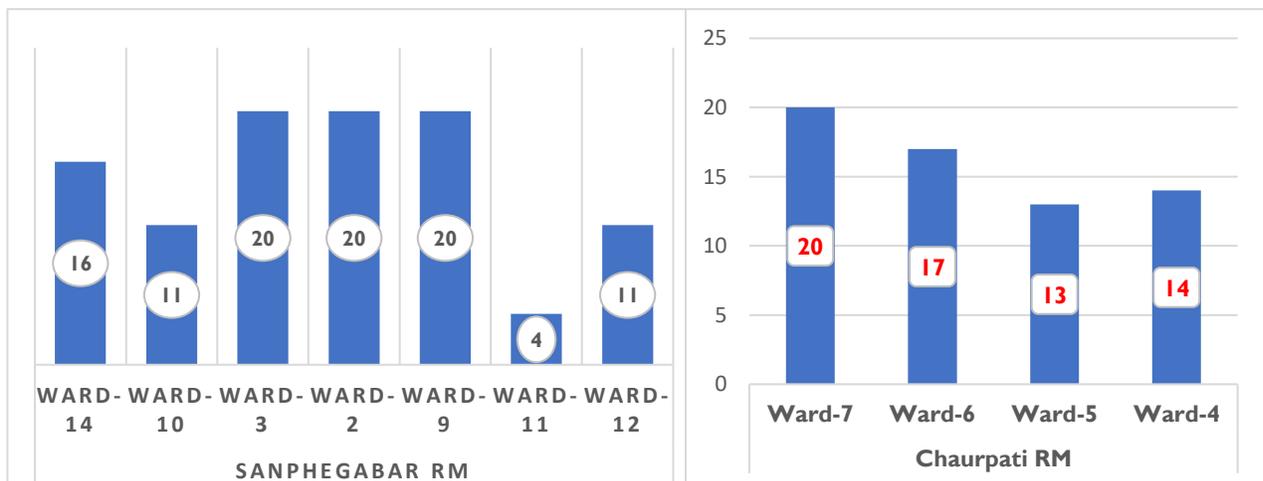
### 3.1.1. Number of CBOs assessed

There are 166 CBOs in the selected wards of Sanphebagar municipality & Chaurpati rural municipality. The number of CBOs at ward level are varies. There were found 4 CBOs as minimum and 20 CBOs as maximum at wards. There were found and assessed 4 CBOs in Sanphebagar municipality- I I as minimum

and as a highest number there are 20 CBOs in Sanphebagar municipality ward- 2,3 & 9 and Chaurpati RM, ward- 7. The total number and ward wise CBOs assessed during the assessment are presented in graph-1 & 2. (see details in annex-4)



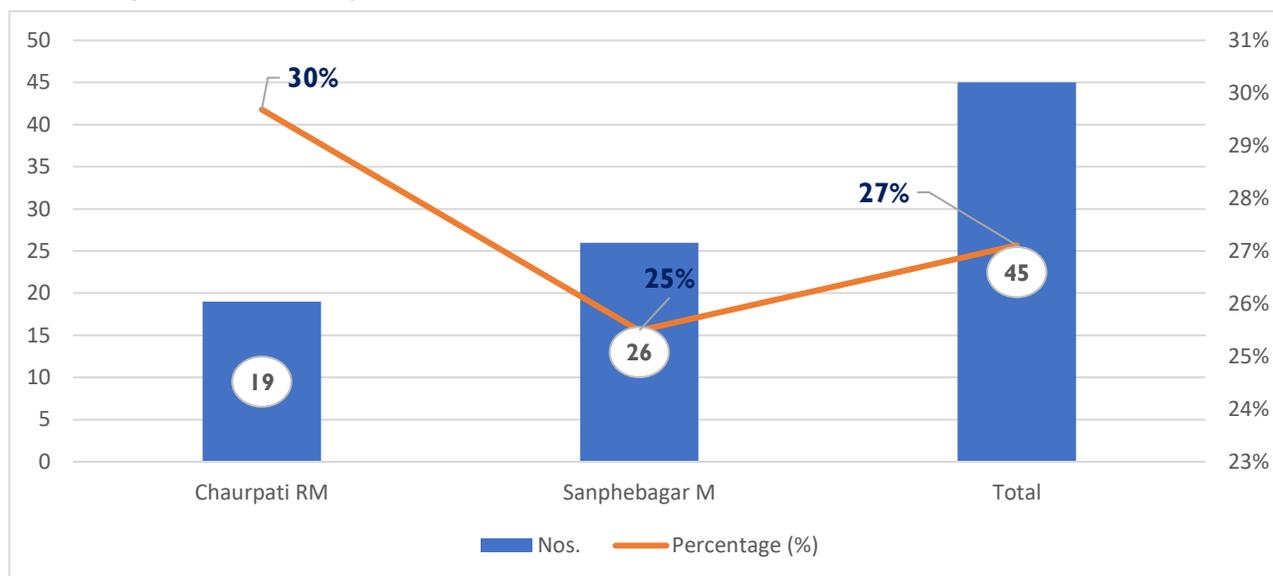
Graph 1: Total number of CBOs assessed -Separated by local government



Graph 2: Ward wise CBOs assessed in Sanphebagar M & Chaurpati RM

### 3.1.2. Registration of CBOs

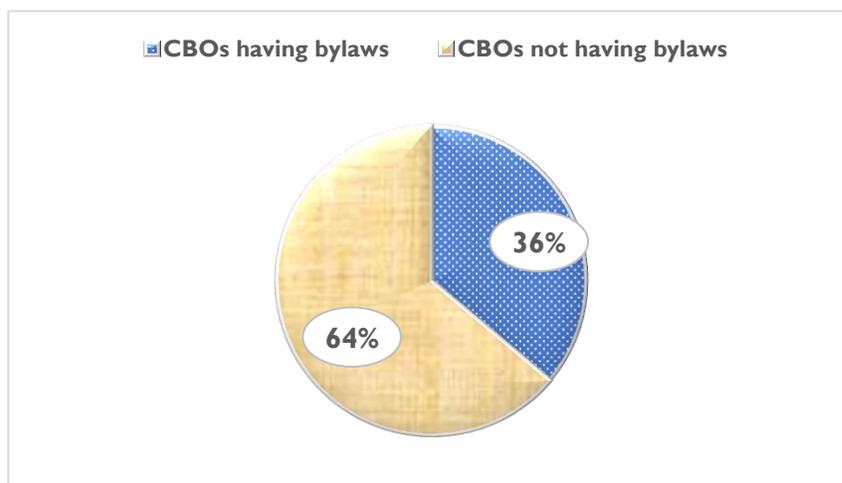
In Nepal, Community Based Organizations (CBOs) were not strictly governed by the same registration laws as CSOs. However, currently the CBOs' registration/enlisting process has been initiated by local governments. For the capacity assessment of CBOs, the legitimacy of CBOs has been assessed. As CBOs data analyzed, only 27% CBOs found registered out of 166 CBOs. The local government wise summary has been presented in Graph-3.



Graph 3: Number of CBOs registered in local government

### 3.1.3. CBOs having bylaws

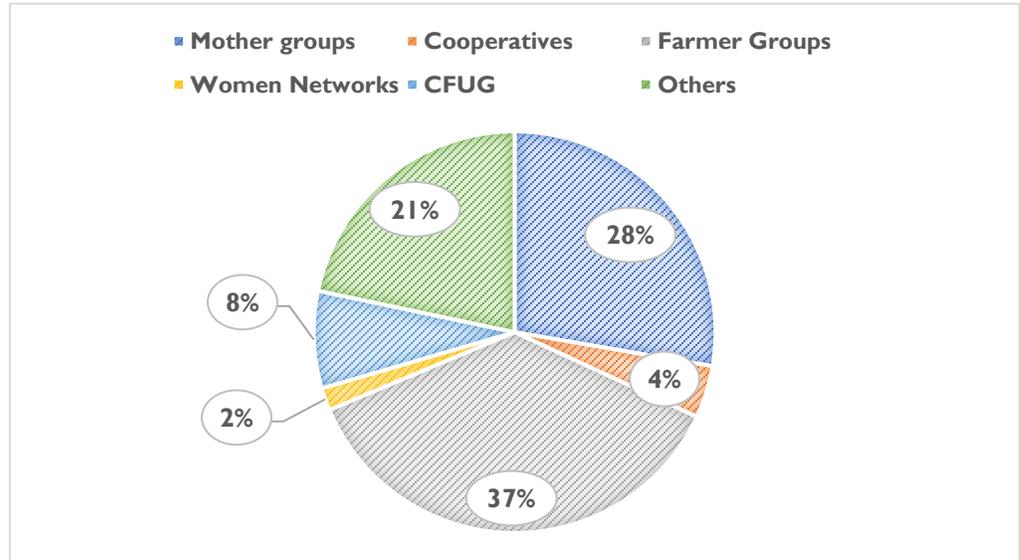
Having bylaws of CBO is a basic indicator of governance and legalization of CBO. As conducted capacity assessment of CBOs in selected wards of Sanphebagar municipality and Chaurpati Rural Municipality, there are 60 CBOs (36%) have their bylaw and 106 (64%) CBOs do not have bylaw. The summary of number of CBOs having bylaw and do not have are presented in graph-4.



Graph 4: Status of bylaw according to local level

### 3.1.4. CBOs types

Out of total assessed CBOs, farmer groups found 61 (37%) as highest number and women networks found 3 (2%) as minimum number. Similarly, there are found mother groups, Community Forestry Users Groups (CFUGs), Cooperatives (all types), and other CBOs such as; youth clubs/networks child clubs, and Water Users and Sanitation Committees (WSUCs). The summary of CBOs as per types has been presented in graph-4,



Graph 5: Assessed CBOs types among the total 166 CBOs

and number of CBOs according to ward has given in table-2.

Table 2: Ward wise CBOs as per types

LG	Ward No.	CBOs type						Total
		MG	Coop	FG	WN	CFUG	Others	
CHAURPATI RM	7	10	1	3	1	1	4	20
CHAURPATI RM	6	5	0	10	1	0	1	17
CHAURPATI RM	5	4	1	8	0	0	0	13
CHAURPATI RM	4	0	2	6	0	6	0	14
<b>TOTAL:</b>		<b>19</b>	<b>4</b>	<b>27</b>	<b>2</b>	<b>7</b>	<b>5</b>	<b>64</b>
SANPHEBAGAR M	14	8	1	1	1	3	2	16
SANPHEBAGAR M	10	1	0	1	0	2	7	11
SANPHEBAGAR M	3	1	0	17	0	0	2	20
SANPHEBAGAR M	2	1	2	11	0	0	6	20
SANPHEBAGAR M	9	9	0	4	0	1	6	20
SANPHEBAGAR M	11	2	0	0	0	0	2	4
SANPHEBAGAR M	12	5	0	0	0	0	6	11
<b>TOTAL:</b>		<b>27</b>	<b>3</b>	<b>34</b>	<b>1</b>	<b>6</b>	<b>31</b>	<b>102</b>
<b>Grand Total:</b>		<b>46</b>	<b>7</b>	<b>61</b>	<b>3</b>	<b>13</b>	<b>36</b>	<b>166</b>
<b>Percentage (%)</b>		<b>28%</b>	<b>4%</b>	<b>37%</b>	<b>2%</b>	<b>8%</b>	<b>22%</b>	<b>100%</b>

**MG:** Mother groups, **Coop:** Cooperatives, **FG:** Farmer Groups, **WN:** Women networks, **CFUG:** Community Forestry Users Groups,

### 3.1.5. CBOs working areas – as per bylaw

Regarding the working sectors of CBOs according to their bylaw, mostly have provisioned to work in multi-sectors such as; livelihoods/agricultures, WASH, health & nutrition, and few CBOs have provision to work in CCA/DRR, education, GEDSI and advocacy.

### 3.1.6. Monthly meeting and activeness of CBOs

Monthly meeting is one major indicator for the activeness of CBOs. If CBO have their monthly meeting, CBO said to be active and if they do not have monthly meeting, CBO can be identified as passive. According to the collected information, 46% CBOs have monthly meeting and 54% CBOs do not have monthly meeting. As per local level, there are 50% CBOs have regular meeting, but in Sanphebagar only 43% CBOs have regular monthly meeting.

### 3.1.7. Inclusiveness in CBOs

Community-Based Organizations (CBOs) play a crucial role in promoting grassroots development, delivering effective services, and intensifying the voices of marginalized populations. Inclusiveness within CBOs is not only a matter of equity and social justice, but also a prerequisite for sustainable and participatory development. Inclusive CBOs ensure that diverse groups across gender, caste, ethnicity, age, disability, economic status, and geographic location have equitable access to decision-making, leadership, and benefits derived from development initiatives.

As analyzed the inclusiveness in assessed CBOs of selected wards of Sanphebagar municipality and Chaurpati RM, women's representation is 64%, dalit representation is 18%, Person with disabilities (PwD) is about 0.5%, and single women representation is 3.29%. The summary of ward wise representation in CBOs has been presented in Table-3.

**Table 3: Inclusiveness in CBOs- Palika & Ward wise**

LG Name	Ward #	Total CBOs assessed	Female	Male	Total	Dalit	PwDs	Single Women
SANPHEBAGAR MUNICIPALITY	14	16	128	48	176	68	0	0
	10	11	32	89	121	18	0	27
	3	20	82	138	220	25	3	12
	2	20	108	112	220	17	0	6
	9	20	141	79	220	28	4	7
	11	4	17	27	44	9	0	1
	12	11	88	33	121	17	1	2
<b>Total:</b>		<b>102</b>	<b>596</b>	<b>526</b>	<b>1122</b>	<b>182</b>	<b>8</b>	<b>55</b>

Percentage (%)			53%	47%		16%	0.7%	5%
CHAURPATI RURAL MUNICIPALITY	7	20	193	27	220	46	2	3
	6	17	139	43	182	33	0	0
	5	13	120	23	143	39	0	2
	4	14	120	34	154	23	0	0
<b>Total:</b>		<b>64</b>	<b>572</b>	<b>127</b>	<b>699</b>	<b>141</b>	<b>2</b>	<b>5</b>
Percentage (%):			82%	18%		20%	0.3%	1%
<b>Grand Total:</b>		<b>166</b>	<b>1168</b>	<b>653</b>	<b>1821</b>	<b>323</b>	<b>10</b>	<b>60</b>
Percentage (%):			64%	36%		18%	0.55%	3.29%

### 3.1.8. Financial management in CBOs

Financial Management in Community-Based Organizations (CBOs) is a critical function that ensures resources are used effectively, transparently, and sustainably to meet the organization's goals. In assessed CBOs, the financial management aspects such as; auditing of CBOs, bank account opening and operating, and saving amount with CBOs found very poor.

Out of assessed 166 CBOs in selected wards of Sanphebagar municipality & Chaurpati RM of Achham district, only 18.7% CBOs have practice of annual financial auditing, whereas, 81.3% CBOs do not have regular annual financial auditing.

To maintain the financial transparency and accountability, access to funding/grants, and reduce the fiduciary risks within the CBOs, the account opening and operationalize in a bank is crucial for CBOs. According to the finding of assessment, out of total 166 CBOs only 27% (45) CBOs have their bank account. Similarly, 46% (77) CBOs have saving amount either in bank or in CBOs. The CBOs have respondent they have saving amount but they do not have any book keeping records.

The summary status of financial status in CBOs have been presented in table-4.

**Table 4: Financial management aspects in CBOs**

LG	Ward No.	Total:	Auditing		Bank account		Saving Amount	
			Yes	No	Yes	No	No	Yes
CHAURPATI RM	7	20	2	18	2	18	7	13
CHAURPATI RM	6	17	1	16	4	13	14	3
CHAURPATI RM	5	13	10	3	3	10	1	12
CHAURPATI RM	4	14	7	7	6	8	2	12
<b>TOTAL:</b>		<b>64</b>	<b>20</b>	<b>44</b>	<b>15</b>	<b>49</b>	<b>24</b>	<b>40</b>
SANPHEBAGAR M	14	16	0	16	6	10	6	10

SANPHEBAGAR M	10	11	1	10	1	10	6	5
SANPHEBAGAR M	3	20	6	14	7	13	16	4
SANPHEBAGAR M	2	20	0	20	1	19	9	11
SANPHEBAGAR M	9	20	3	17	8	12	11	9
SANPHEBAGAR M	11	4	1	3	4	0	0	4
SANPHEBAGAR M	12	11	0	11	3	8	5	6
<b>TOTAL:</b>		<b>102</b>	<b>11</b>	<b>91</b>	<b>30</b>	<b>72</b>	<b>53</b>	<b>49</b>
<b>Grand Total:</b>		<b>166</b>	<b>31</b>	<b>135</b>	<b>45</b>	<b>121</b>	<b>77</b>	<b>89</b>
<b>Percentage (%)</b>			<b>18.7%</b>	<b>81.3%</b>	<b>27%</b>	<b>73%</b>	<b>46%</b>	<b>54%</b>

### 3.1.9. Involvement of CBOs in Community Development

The involvement of Community-Based Organizations (CBOs) in key development sectors such as agriculture, food security & nutrition, Gender Equality, Disability and Social Inclusion (GEDSI), climate change adaptation/disaster risk reduction (CCA/DRR), and advocacy is vital, especially in rural and marginalized communities for their upliftment.

*For example, in Achham District, community-based organizations (CBOs) have played a vital role in addressing and minimizing Chhaupadi Pratha - a harmful social and cultural practice prevalent in Sudurpaschim Province and particularly in Achham, Doti and Bajura district. During Chhaupadi, women were not allowed to stay inside the home, use toilets or water taps, and were denied access to nutritious food during menstruation. However, this discriminatory practice has been gradually declining at the household and community levels due to the active involvement of women's groups and local CBOs.*

As conducted the assessment of 166 CBOs in selected wards of Chaurpati RM and Sanphebagar municipality, 60 CBOs have somehow work experiences in the community level. Out of 60 CBOs, 53% CBOs have experiences working in agriculture sector, 31% CBOs have experiences in food security & nutrition sector, 13% CBOs have experiences in GEDSI, advocacy and 3% CBOs have experiences in CCA/DRR sectors.

Those CBOs having the experiences in the above-mentioned sectors are also particularly supported by the local governments or I/NGOs. Following table present the CBOs involvement in community development including experience, participation in advocacy, and affiliation with networks.

**Table 5: CBOs working experiences in community Development**

Indicators	Number	Percentage	Remarks
Nos. of CBOs have work experiences	60	36%	<b>Total N: 166</b>
Nos. of CBOs participated in any advocacy at community	58	35%	
Nos. of CBOs affiliated with any subjective network	23	14%	
Nos. of CBOs have experiences in Agri. sector	32	53%	<b>Total N: 60</b>
Nos. of CBOs have experience in food security and nutrition	19	31%	
Nos. of CBOs have experiences in GEDSI & advocacy	8	13%	
Nos. of CBOs have experiences in CCA/DRR	2	3%	

## 3.2. Detail assessment findings (30 CBOs)

Based on the preliminary analysis of 166 CBOs located in the project-implemented wards, 30 appropriate community-based organizations (CBOs) were selected for further analysis. The selection was conducted based on **geographical coverage, CBO activeness, inclusiveness, managerial capacity (financial management, activity implementation, and human resources), experience in implementing activities similar to project thematic areas, and Sustainability aspects such as; availability of CBO's own resources and saving amount.** The selection criteria are presented in Annex-5 in detail. (See, Annex-5)

### 3.2.1. CBOs selected as per Palika

Out of selected 30 CBOs, 18 CBOs are selected in Sanphebagar municipality & 12 CBOs are selected in Chaurpati Rural municipality. Number of CBOs selected as per ward are presented in below in Table-6. Regarding the ward wise selection, almost 3 CBOs has been selected from each ward except Sanphebagar Municipality ward-11 & 12. There have been selected 1 CBO from ward-11, and 2 CBOs from ward-12, as both wards are recently selected for the WE CAN project extension.

**Table 6: Palika & Ward wise selected number of CBOs and type**

<b>Palika Name</b>	<b>Ward #</b>	<b>Nos. of CBOs selected</b>	<b>Remarks</b>
SANPHEBAGAR MUN.	2	3	Coop <sup>4</sup> :1, Market Mgmt. Committee: 1, Farmer group: 1
SANPHEBAGAR MUN.	3	3	Farmer group: 3
SANPHEBAGAR MUN.	9	3	CFUG <sup>5</sup> :1, Farmer group: 1 Aama Samuha: 1
SANPHEBAGAR MUN.	10	3	SHG <sup>6</sup> : 2 Farmer group: 1
SANPHEBAGAR MUN.	11	1	Aama Samuha: 1
SANPHEBAGAR MUN.	12	2	Aama Samuha:2
SANPHEBAGAR MUN.	14	3	Farmer group: 1, Aama Samuha: 1 Child Club: 1
CHAURPATI RM	4	3	Aama Samuha: 1, CFUG: 1, Farmer group: 1
CHAURPATI RM	5	3	Farmer Group: 2, Aama Samuha: 1
CHAURPATI RM	6	3	Farmer Group: 1, Women Netwrok: 1, Aama Samuha: 1
CHAURPATI RM	7	3	Coop: 1, Aama Samuha: 1, Farmer group: 1

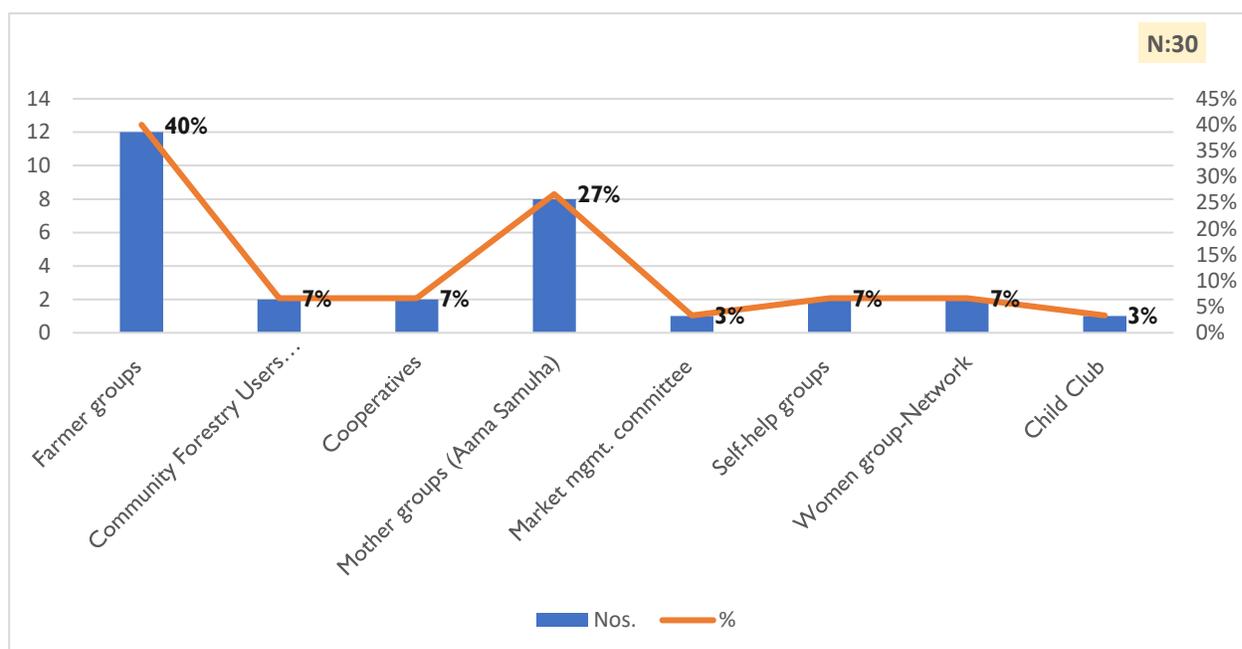
<sup>4</sup> Coop: Cooperatives

<sup>5</sup> CFUG: Community Forestry Users Group

<sup>6</sup> SHG: Self-help group

### 3.2.2. CBOs selected as per thematic areas

The selected 30 CBOs are from different thematic areas. Most of the CBOs are selected among the farmer groups. Among the 30 selected CBOs, farmer groups are 12, which is about 40% of total selected CBOs. Similarly, 8 CBOs (about 27%) are mother groups, 2 CBOs (about 7%) are Community Forestry Users Groups (CFUG), 2 CBOs (7%) are Cooperatives, 2 CBOs (about 7%) are Self-help groups (SHGs), 2 CBOs (about 7%) are women network/groups, 1 CBO (3%) is market management committee, and 1 CBO (3%) is child club<sup>7</sup>. The detail lists of CBOs have been attached in Annex-2, and summary graph is presented in below graph-6.



**Graph 6: CBOs selected -as per thematic areas**

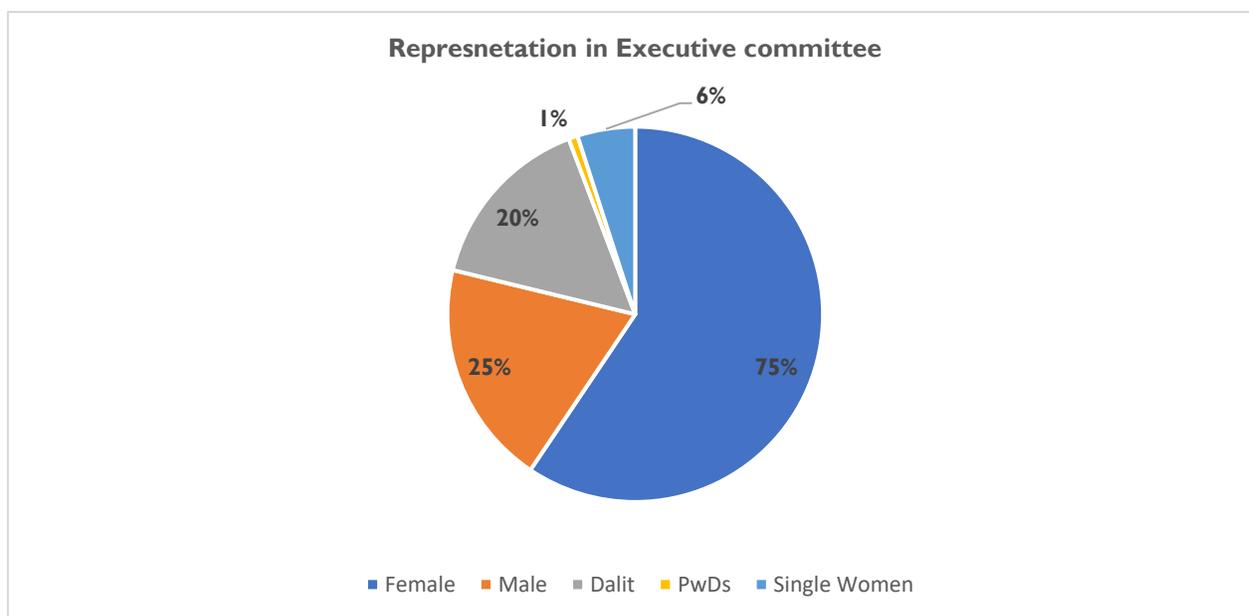
Among 30 selected CBOs, 2 are cooperatives and 1 is child club. The reasons for selecting cooperatives are; they can play a significant role at community to providing microfinance services such as savings and credit, as well as in the collection and marketing of agricultural products within local communities. In addition, they can play vital roles as input supplier to provide/supply of improved seeds and other agricultural inputs to farmers, thereby it will ultimately contribute to increase income and improve livelihoods of farmers.

<sup>7</sup> Child clubs can contribute to achieving the objectives of the WE CAN project by creating awareness on food security and the importance of nutrition through activities such as street dramas, quiz contests, peer discussion etc.

Similarly, Child club can contribute to create mass awareness among people through raising awareness on food security, nutrition, discriminations etc. using means such as; street drama, quiz contests including proper use of IEC materials.

### 3.2.3. Inclusiveness in Selected CBOs

Inclusiveness lies at the heart of effective community-based organizations (CBOs), as it ensures that all voices especially those of marginalized and disadvantaged groups are acknowledged and integrated into decision-making processes. In the selected 30 CBOs, inclusiveness has been found actively promoted through several mechanisms such as; representation of women, dalit, persons with disabilities, and single women as they are lies in the periphery of the section socially and economically. In the context of selected 30 CBOs, women representation in executive committee is found 75%, whereas men's representation is 25% out of total 301 executive members of 30 selected CBOs. Dalit representation is found 20%, PwDs representation is 1%-, and single-women's representation is 6%.



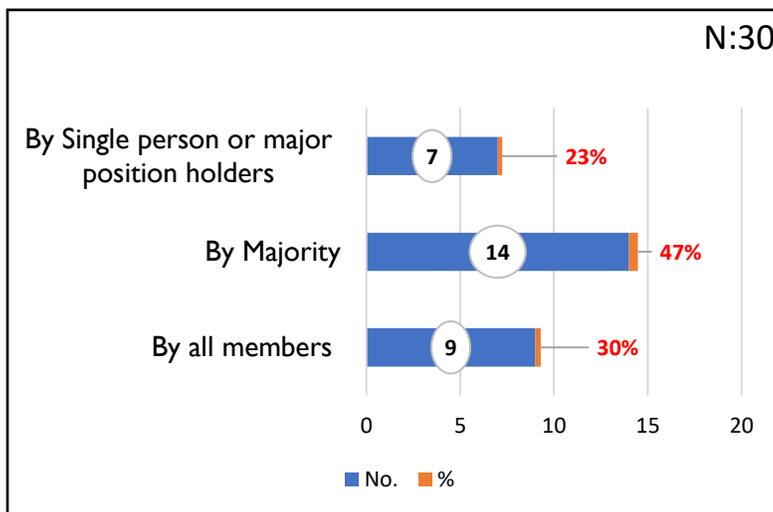
*Graph 7: Inclusiveness in CBOs executive committee*

### 3.2.4. Activeness of CBOs

To assess the activeness of CBOs, the regularity in monthly or scheduled meeting of executive committee, full attendance of executive committee members in the meeting, decision making process, and role/responsibilities division among the members are the major indicators.

According to the information collected from 30 selected CBOs, 29 (97%) CBOs executive committees are active, 26 (87%) CBOs have regular monthly meeting or scheduled meeting, and 30% (9) CBOs have divided roles and responsibilities among the members for equal participation.

Regarding the CBOs decision making process, only 30% CBOs have practicing decision by all executive members, 47% CBOs make decision based on majority, and 23% CBOs have single person decision making process or decision-making process is not being participatory. The summary of decision-making process has been presented in Graph-8.



Graph 8: Decision making process in CBOs

### 3.2.5. Legal Identity of CBOs

Community-Based Organizations (CBOs) are typically voluntary, non-profit entities that are rooted in local communities. Their legal identity denotes to their official recognition, registration and status under the law, which allows them to operate as formal entities.

As measured the legal identity of selected CBOs, about 72% CBOs are found registered under the local government (sections such as; Agriculture section, health section, cooperative section etc) or in district offices such as; division forestry office. However, few- 30% CBOs were registered during the initial phase, but they do not have renewed after expired their renewed date.

Another indicator such as “CBOs have bylaw or not” was also measured. After analyzing the information under this indicator, 60% CBOs have bylaw and 40% CBOs do not have. Similarly practices of annual planning and budgeting, development of other required working procedures and bank account opening status has been also assessed. The summary status of the indicators under the CBOs legal identity has been presented in below table-7.

*Table 7: Summary status of CBOs legal identity*

Palika Name	Nos. of CBOs	Having bylaw	Practice of annual planning and budgeting	Developed working procedures/ guidelines	Bank accounts Opening
Sanphebagar M.	18	10	9	0	11
Chaurpati RM	12	8	4	1	9
<b>Total:</b>	<b>30</b>	<b>18</b>	<b>13</b>	<b>1</b>	<b>20</b>
<b>Percentage (%)</b>		<b>60%</b>	<b>43%</b>	<b>3%</b>	<b>67%</b>

### 3.2.6. Status of Financial Record Management in CBOs

Within the financial records management of CBOs, very simple indicators such as annual auditing (internal or external) and expenditure records maintaining were assessed during the assessment process.

Annual auditing is a serious process for Community-Based Organizations (CBOs) to ensure accountability, transparency, and sound financial management. It involves an independent, systematic review of the CBO's financial statements and operations to verify that funds have been used properly and that records accurately reflect the organization's financial position. External auditing is not a mandatory for CBOs according to the GoN's current rules and regulation. However, it is very important aspect to ensure transparency, meet the compliances of donors, and maintain accurate income, expenditures for their internal review proposes too.

As assessed the annual auditing (both internal and external) system in 30 selected CBOs, it has been found that, only 12 CBOs (40%) have been carried-out annual auditing,

Regarding the book keeping and expenditure records, simplistic records maintained such as in simple ledger or minuting register were assessed. As per records observed, out of total selected 30 CBOs, 15 CBOs (50%) CBOs have at least prepared expenditure records either using ledgers or maintained in minute book. Rest 50% CBOs do not have any expenditure records. The status of CBO's financial management has been presented in Table-8 with separated in both local levels.

*Table 8: Financial record management in CBOs*

Palika Name	Annual Auditing	Record of Annual Budgeting	Book keeping / Expenditure records
Sanphebagar M	8	7	11
Chaurpati RM	4	1	4
<b>Total</b>	<b>12</b>	<b>8</b>	<b>15</b>
<b>Percentage (%):</b>	<b>40%</b>	<b>27%</b>	<b>50%</b>

### **3.2.7. Human Resources (Staff) management status in CBOs**

It is found that these selected Community Based Organizations (CBOs) do not have regular fund, they do not have sufficient own resources to mobilize regular staff. However, some CBOs have mobilized volunteer staff or paying very minimum amount to their staff as per work basis. As analyzed the received information regarding the human resources management (Staff) in CBOs, only 10 CBOs have mobilized volunteer staff. The total 11 volunteer staff have been mobilized. Regarding capacity building of mobilized staff, only 6 CBOs have been trained volunteers. Those trainings are related to saving credits, training on vegetable farming, and book keeping.

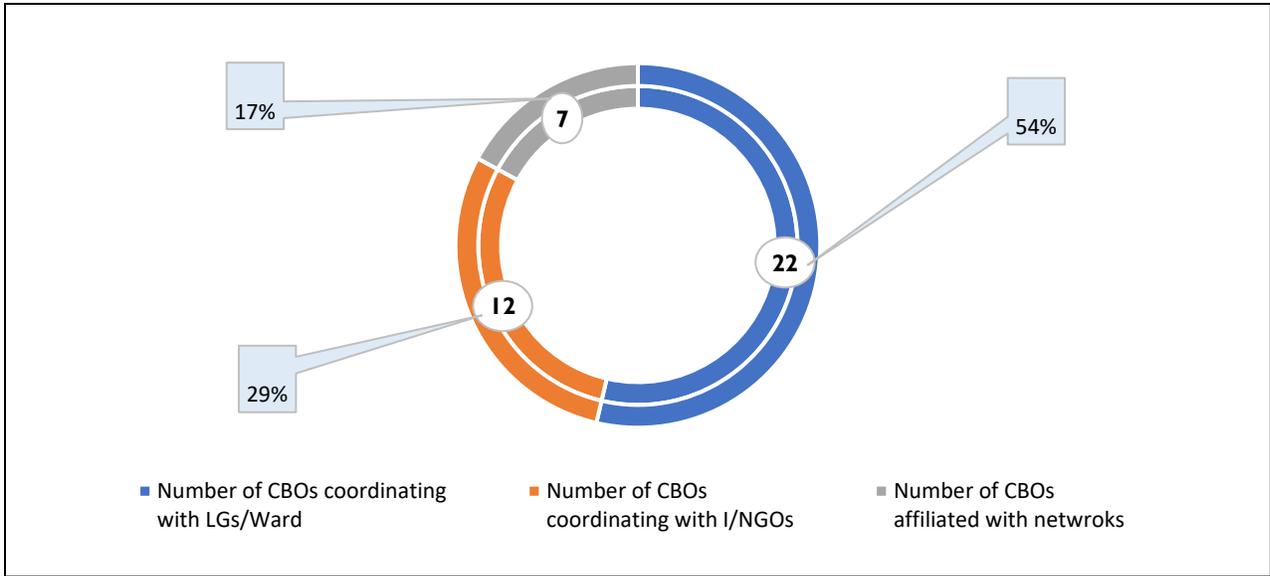
So, during the project implementation, selected CBOs and their staff needs to be provided capacity building training on different subject matter to enhance their capacities.

### **3.2.8. Coordination, Collaboration & Networking of CBOs**

In Sanphebagar Municipality and Chaurpati Rural Municipality of Achham District, many community-based organizations (CBOs) were found to be weak in coordination, collaboration, and networking with the local government, I/NGOs, and thematic sectoral networks, as stated by municipal representatives during key informant interviews (KIIs). According to the municipal officials, CBOs have limited participation in the local decision-making process, lack formal linkages, and, more importantly, do not possess their own resources to effectively collaborate with development actors.

The CBOs such as; Mother group and farmer groups are somehow coordinating with local governments because of they have been formed or enlisting in respective units/sections of local government as well as they get some support from municipalities at least once in a year. But remaining CBOs such as; CFUG, Child Clubs, Self-Help Groups are operating more independently but they are found weak in coordination and collaboration with municipalities and I/NGOs.

According to the detail assessment conducted in 30 CBOs, 22 (54%) CBOs are found coordinating with local governments/wards, 29% CBOs are found coordinating with I/NGOs, and 7 (17%) are affiliated with networks or networking at local level for their upliftment. The CBOs in coordination and collaborating with the local governments are basically farmer groups and women groups and CFUGs, Child Club, and Women group or women networks are found affiliated in Palika and district level thematic type networks. The summary has been presented in Graph-9.

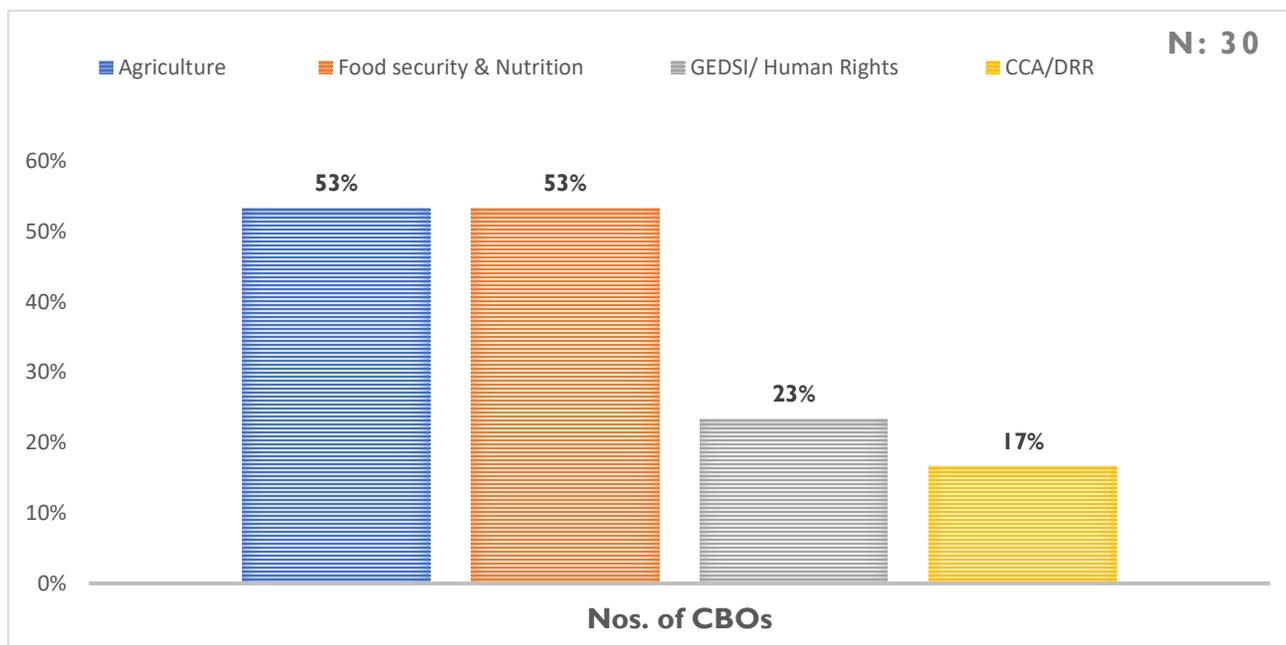


**Graph 9: Nos. of CBOs have coordination and collaboration**

### 3.2.9. CBOs work Experience in Thematic Areas

Community Based Organizations (CBOs) in Sanphebagar Municipality and Chaurpati RM have diverse work experiences across multiple thematic areas. As detail assessment conducted in 30 CBOs across the 11 wards of Sanphebagar municipality & Chaurpati RM,

As findings among 30 selected CBOs, 53% (16/30) CBOs are working in agriculture and food security/nutrition sector, 23% (7) CBOs are working in GEDSI/Human rights advocacy and awareness, and 17% (5) CBOs are working in Climate Change Adaption/Disaster Risks Reduction (CCA/DRR) and environment/ecology sectors. The summary of CBOs thematic work experiences has been presented in Graph-10,



*Graph 10: Nos. of CBOs as per thematic works*

As above-mentioned most of the CBOs are working in multi-areas. So, the calculation of percentage of all sectors seems higher than actual number of respondent CBOs.

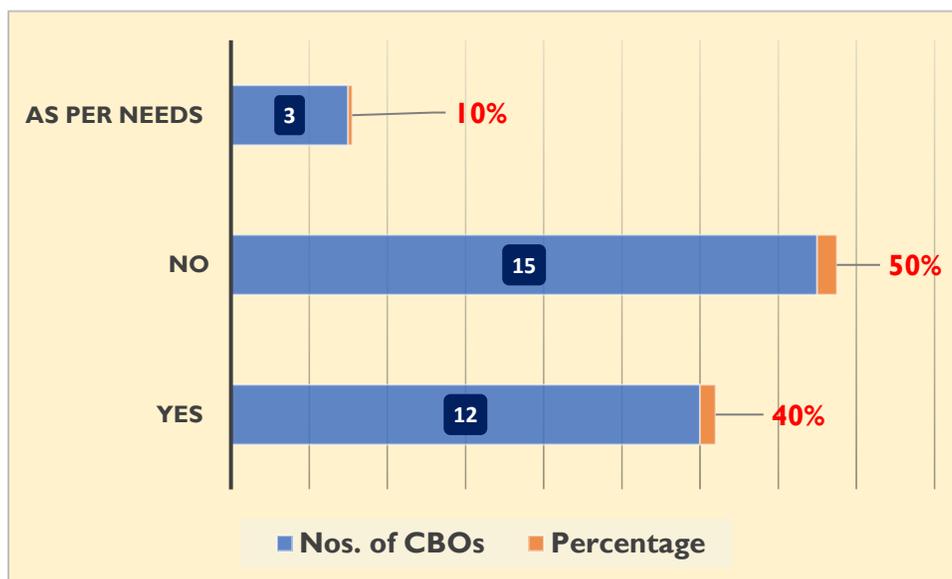
### 3.2.10. Monitoring/Evaluation and Reporting practicing by CBOs

System of monitoring, evaluation, and reporting is very important aspect for CBOs capacity enhancement. In selected CBOs, the system of self-monitoring, evaluation, and reporting has been practicing in few CBOs. Similarly, few COBs have formed internal monitoring & evaluation committees. As per analyzed data/information collected by CBOs on self-monitoring and evaluation system, 23% of CBOs have practice of self-monitoring and evaluation of their activities, 13% CBOs have formed internal monitoring committee, and 43% CBOs have practices of review of program/activities. The summary of the response by CBOs (# of CBOs) have been presented in Table-9.

*Table 9: CBOs self-monitoring, evaluation & review system*

Response by CBOs	Practice of monitoring of activities	Formation of Monitoring committee	Practice of Reviews
Nos. of CBOs "yes"	7	4	13
% of "Yes"	23%	13%	43%
Nos. of CBOs "No"	23	26	17
% of "No"	77%	87%	57%

Regarding the scheduled reporting system in CBOs, 40% CBOs out of 30 CBOs are reporting as per schedule. They are reporting to LGs or concerned agency as monthly, trimester basis and annual. Among 30 CBOs, 10% CBOs are reporting as per need<sup>8</sup> and most of or 50% CBOs do not have practice of scheduled reporting.



Graph 11: Reporting system in CBOs (Nos. of CBOs)

The summary has been presented in Graph-11.

### 3.2.11. Sustainability of the CBOs

The sustainability of the Community-Based Organizations (CBOs) in rural areas like; Achham as well as in Nepal is very complex and multifaceted. Most CBOs influenced by factors such as social capital, institutional structures, and more importantly management of their own capital/saving to gear-up the activities while CBOs members required support from CBOs.

For the sustainability of Community-Based Organizations (CBOs), local governments must create an enabling environment by developing supportive legal instruments. These instruments-such as policies, guidelines, and procedures should promote the institutional growth of CBOs rather than act as controlling mechanisms.

For long-term sustainability, CBOs should identify and mobilize potential resources available within the community. Equally important, they should diversify income-generating strategies, such as collecting membership fees, encouraging voluntary contributions, operating saving and credit schemes, and organizing fundraising activities (e.g., *Deusi-Bhailo*, *Holi* celebrations, agricultural fairs, sports events, and other cultural programs). These initiatives can support the financial self-reliance and long-term viability of CBOs.

<sup>8</sup> As per need: If any funding/supporting agency will inform or request to submit a report

Realizing those important aspect directly impacts on sustainability, the indicators assessed that, do the CBOs having their own resources? and do the CBOs have saving amount? during the capacity assessment of selected CBOs.

Regarding the response on above indicators, out of total 30 CBOs, 20% CBOs responded that they have their own resources (resources such as; office building, forest, land etc) and 80% CBOs responded that they do not have resources. Similarly, regarding the saving amount, 93% CBOs have saving amount (but, which is a very little amount) and 7% CBOs responded that they do not have saving amount.

### 3.3. Focus Group Discussion (FGD)

During the selected CBOs assessment, the Focus group discussions (FGDs) was conducted with in two groups (One for women group & one for Dalit or marginalized people) in each CBOs. If there no dalit members, there has been conducted one FGD with women group.

During the assessment process, a total number of 47 FGDs were conducted to particularly provide an interactive platform for gathering rich qualitative data from diverse stakeholders particularly from Women, Dalit and people from marginalized section of the society and also provide an opportunity to them for space to express their voice and choice regarding the CBOs overall performance. During the FGDs, less vocal members got a chance to express their views in a more comfortable group setting.



Figure 1: Semi-structured interviews with CBO

To conduct the focus group discussion (FGD), a FGD guideline with questions for discussion was designed. The questions were designed especially for concerned about issues of inclusion in CBOs, decision making process within the CBOs, CBOs capacity on advocacy and awareness, Programmatic approach that could provide support to the women, Dalits, and vulnerable group.



*Figure 2: Enumerators conducting FGD (with women & Dalits groups)*

As a result, FGDs help ensure that the final capacity assessment reflects the collective voice and needs of the community, enhancing the relevance and ownership of future capacity development interventions. The summary of major findings of Focus Group Discussion (FGD) are mentioned below;

### **3.3.1. Major Findings of FGD**

The major findings of Focus Group Discussion (FGD) presented below is the summary of 47 groups expressed their perceptions and views. The perceptions and views were collected and written by enumerators. In this report, FGD findings are summarized based on the response of questions discussed.

#### **a. How is your (women, Dalits, and marginalized groups) participation in your CBO? What type of benefits you are getting being participate in CBOs?**

- Participation is very good and most of the members are women, Dalits and marginalized groups.
- Being member of this CBO, we are getting support like; raise our voice collectively and identify our needs and able to put our demands with service providers.
- Most importantly, being as a member of CBO, social harmony has been increased.

#### **b. Representation of women, Dalits, and marginalized groups in CBO and how it has build-up their level of confidence and being participate in CBOs?**

- More than half (above 50%) key position holders are women in CBO and Dalits and marginalized groups representation is also as per availability.
- It builds our confidence level highly because it is being easier to put our voice, issues and problems easily with women rather than men in leadership position.

**c. Is your CBO provided any special support to cope with impacts of climate change/crisis on food security, agricultural promotion, and improvement on nutrition?**

- Yes, surely, we use to discuss about nutrition, vegetable farming, new varieties of crops/seeds, crop production in our monthly meeting. It gives us ideas about farming system as well as techniques, how to cope with climate change.
- While we discuss about nutrition, we apply our learnings at home to feed nutritious foods to our children.

**d. What types of barriers/challenges you faced being representing as a women, Dalits, and marginalized group member?**

- Sometime, we make decisions which needs to be men's involvement or support but men do not hear our voice. They often neglect our decisions.
- If we need money, men do not support us.
- If women are representing in CBO, men think that "women are just gathering to backbiting of others, not doing anything. Sometime it hearts us being women and representing in CBO.
- If Dalit people are in leadership position, we use to face problems such as other caste people speaking in a high voice/rudely, people of other castes do not attend meetings when called meeting.
- Men have a sense of -why we should voice for and support women issues.

**e. What types of impacts you faced/facing by climate induced disasters?**

- Landslides destroyed crops, it causes food scarcity and loss of food grains
- Hail stone destroyed wheat crops, vegetables, and summer fruits.
- New diseases in crops, pests
- Increased erosion and sedimentation
- Increase in water and air borne diseases

**f. Have you had the chance to participate in any training organized by your CBO, or has your CBO provided any training to you? If yes, what type of training did you receive?**

- Yes, but very few.
- Basically, training on vegetable farming, group mobilization

**g. Do you feel safe and secure, while participating in CBOs programs or events?**

- Yes, off-course, we feel safe and secure during participating in CBOs program (Women)
- Sometimes we feel unsecure/unsafe during CBOs meeting because it is very difficult to adjust in the premises of the upper caste because we are often made to sit separately in one corner or a separate place (Dalit expressed)
- During the menstruation, women are not allowed to sit with other participants. So, we feel unsafe and unsecure during the time.

**h. Does your CBO give importance to issues related to women, Dalits, and marginalized groups? If yes, what types of issues have been identified?**

- Yes, Community-Based Organization (CBO) prioritizes issues of women, Dalits, and marginalized groups. Basically, CBO has given importance on gender-based violence and discrimination, women empowerment.
- Issues raised and discussed in CBO on caste-based discrimination and exclusion

**i. What types of interventions should CBOs implement in the future to address food security, nutrition, agriculture, and climate change adaptation at the community level?**

- CBO should establish seed bank to promote/preserve indigenous/local crops
- Provide training on kitchen garden, vegetable farming,
- Create mass awareness on nutrition, hygiene maintains.
- Support varieties of seeds
- Advocacy for women rights, Dalit rights
- Training on how to operate CBO including book keeping, decision making process.
- Conduct awareness on caste-based discrimination

#### j. Any suggestions/recommendations ...?

- Support to coordination and linkages with other stakeholders
- Everyone's attention should be focused on improving the condition of CBO.
- While conducting any program, priority should be given to women, Dalits, and marginalized group.
- Provide support to management of community forestry.
- Provide training to farmers on new technologies.
- Activities that make women and poor more entrepreneurial should be implemented.

### 3.4. Key Informant Interviews (KII)

As part of the Community-Based Organizations (CBOs) capacity assessment, 16 KIIs were conducted with key municipal and rural municipal officials, including the Mayor/Deputy Mayor, Chairperson, ward chairpersons, and section chiefs from relevant branches (planning, monitoring, social development, environment, and agriculture). The objective was to understand the status of CBO registration, capacity, performance, inclusiveness, coordination, and sustainability as well as get feedback/suggestions for further improvement of CBOs. The summary findings of KIIs have been presented below;



*Figure 3: KII at Sanphebagar (with Deputy Mayor)*

#### 3.4.1. Respondent's profile

- At Sanphebagar Municipality- nine Key Informant Interviews (KIIs) have been conducted with the Deputy Mayor, Acting Chief Administrative Officer, Health Section Chief, staff of the Agriculture and Livestock Sections, and the Ward Chairpersons.
- At Chaurpati Rural Municipality- 7 Key Informant Interviews (KIIs) have been conducted with the Chairperson, Chief of Agriculture section, health and ward chairpersons.

### **3.4.2. CBOs status**

Both local governments confirmed that several CBOs have been formed, but most of them are inactive. There are around 250–300 CBOs in Sanphebagar Municipality and 150–200 in Chaurpati Rural Municipality, but most remain inactive and program-focused.

Apart from the community-based organizations (CBOs) mentioned above, the Ministry of Federal Affairs and General Administration (MoFAGA) has introduced “Tole Bikash Sanstha (Formation and Mobilization) Procedure, 2077” to facilitate the formation and mobilization of Tole Bikash Sanstha to provide support wards in planning of development activities. However, since Sanphebagar Municipality and Chaurpati Rural Municipality are still in the process of drafting this procedure and the Tole Bikash Sanstha have not yet been formed. Nevertheless, Tole Bikash Sanstha are considered essential for an integrated development approach at the local level for community development.

In this assessment, most CBOs are farmer groups, mother groups, community forestry user groups, cooperatives, and saving and credit groups. They work in diverse sectors according to the needs of the program. Therefore, the sustainability of these CBOs is a very crucial issue in both Palikas.

### **3.4.3. Local Government’s policy and guidelines**

Both municipalities have yet to be formulated specific policies solely dedicated to CBO mobilization and capacity building. However, integration of CBOs in broader local development frameworks (e.g., annual planning and monitoring guidelines) is in place. Both Palikas need to more specific Acts, guidelines or working procedures to better define role, responsibilities, and legalization of CBOs.

### **3.4.4. Major Strengths and Challenges of CBOs**

It has been realized that CBOs can be the pillar for community development, identify local community issues. CBOs have the local presence and trust within communities. CBOs have an opportunity to align with local government planning, budgeting, and monitoring system.

However, CBOs have limited technical and financial capacity to run the program or activities. CBOs have weak documentation and reporting to the local governments. Most CBOs are dependent on external funds/program rather than initiate from their own resources.

### **3.4.5. Role/responsibilities of local government to promote CBOs capacity**

Both local governments recognize CBOs to be important partners in implementing development programs. However, systematic reporting, coordination and collaboration with ward offices and municipal offices is equally important.

The roles and responsibilities of the local government include formulating policy documents, enhancing the capacity of CBOs, develop system for CBOs recording and involving CBOs in community-level planning and monitoring. Similarly, both local governments have ensured that, simplify the process for CBOs to get legally registered identity, develop enabling environment through policy initiatives, and create platforms for CBOs to engage in local development activities.

### **3.4.6. Recommendations for CBOs strengthening**

Major recommendations of local governments for strengthening Community-Based Organizations (CBOs) are generally focuses on enhancing their capacity, sustainability, governance, and community engagement. In the context of Sanphebagar municipality and Chaurpati RM, Community-Based Organizations (CBOs) needs support on capacity building trainings, activeness of CBOs, institutionalize CBOs, coordination, collaboration & networking, establish transparent income and expenditure systems, and encourage them for raise the voice on local issues.

Regarding the required support from I/NGOs, they should mobilize CBOs in program implementation at community level and provide support to CBOs on strengthening governance and organizational systems, support local resources identification and mobilization, facilitate CBOs for better coordination, collaboration, and linkages with local governments.

Apart from above, I/NGOs should provide support to the local governments to establish well recorded CBOs database for better coordination and collaboration with CBOs.

# Chapter-4: SWOT Analysis of CBOs

## 4.1. Brief SWOT Analysis of CBOs

Based on the key findings from semi-structured interviews with CBOs, focus group discussions (FGDs) conducted with women and Dalit groups, and key informant interviews (KIs) with local government representatives and officials, the following strengths, weaknesses, opportunities, and threats have been identified. This SWOT analysis covers both the general assessment conducted in 166 CBOs (available number of CBOs) and the detailed assessment of 30 selected CBOs has been selected on the basis of **geographical coverage, thematic working sectors, inclusiveness in membership, and as well as their activeness ( monthly meetings, minuting, documentation, legalization etc.)**.

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"> <li>▪ CBOs are deeply rooted in local communities, enabling trust and active participation.</li> <li>▪ CBOs have local knowledges, they understand the local issues cultures, and needs. So, their interventions would be more effective and relevant for the communities.</li> <li>▪ CBOs foster community ownership, voice, and self-help that contributing to social cohesion.</li> <li>▪ CBOs have diverse thematic experiences, e.g., in agriculture, livelihoods, savings and credit, and environmental protection.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited stable funding/resources; heavy reliance on project/donor funding.</li> <li>▪ Inadequate skills in project management, financial management, governance, and monitoring &amp; evaluation.</li> <li>▪ Weak legal structures and governance- only 27% have registration and 60% have bylaws.</li> <li>▪ Poor financial management practices-low bank account usage (27%), minimal savings (46%), and lack of auditing- only 19% have conducted audits.</li> <li>▪ Limited inclusiveness in decision-making processes- leadership often held by a few individuals, and minimal capacity-building efforts for women, Dalits, PwDs, and single women.</li> <li>▪ Poor linkages and coordination with local governments and external stakeholders</li> </ul>

	<ul style="list-style-type: none"> <li>▪ CBOs often operate in isolation, leading to duplication and limited coordination.</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>▪ Local governments recognize the importance of CBOs for community development and have expressed willingness to collaborate, integrate them into planning processes, and build their capacity.</li> <li>▪ Potential to improve collaboration and networking with local governments and development partners.</li> <li>▪ Opportunity to advocate for the adoption of supportive policies for legal registration and operational frameworks.</li> <li>▪ High community interest in expanding programs related to nutrition, food security, climate resilience, and social inclusion.</li> </ul>	<ul style="list-style-type: none"> <li>▪ High dependence on external funding risks sustainability once projects end.</li> <li>▪ Lack of strong and enabling policy frameworks for CBO support in local governments can limit growth</li> <li>▪ Social and cultural norms (e.g., gender biases, caste-based exclusion) still hinder full participation of marginalized groups.</li> <li>▪ Climate change impacts and disasters (landslides, hailstones, erosion, crop damage) challenge community resilience and livelihoods.</li> </ul>

## 4.2. Capacity Gaps in CBOs

Community-Based Organizations (CBOs) play a key role in driving local development initiatives, promoting social inclusion, and advocating for the needs of marginalized communities. Despite their importance, many CBOs face significant capacity gaps that limit their effectiveness and sustainability.

Based on the detail capacity assessment of selected 30 CBOs, the major capacity gaps are found in institutional and organizational management, human resources, financial and resources, thematic programs, and coordination, collaboration and networking for better community development. The following are the major gaps identified during the detail assessment and current status/capacity gap and required support for the future has been given in **Annex-9 (See, Annex-9)**.

- Among 30 selected CBOs, some CBOs work in multiple thematic areas such as; agriculture, food security/nutrition, GEDSI and Climate Change. Mostly these CBOs lack in-depth and special experiences in these sectors. Out of total selected CBOs, about 40% are farmer groups, however

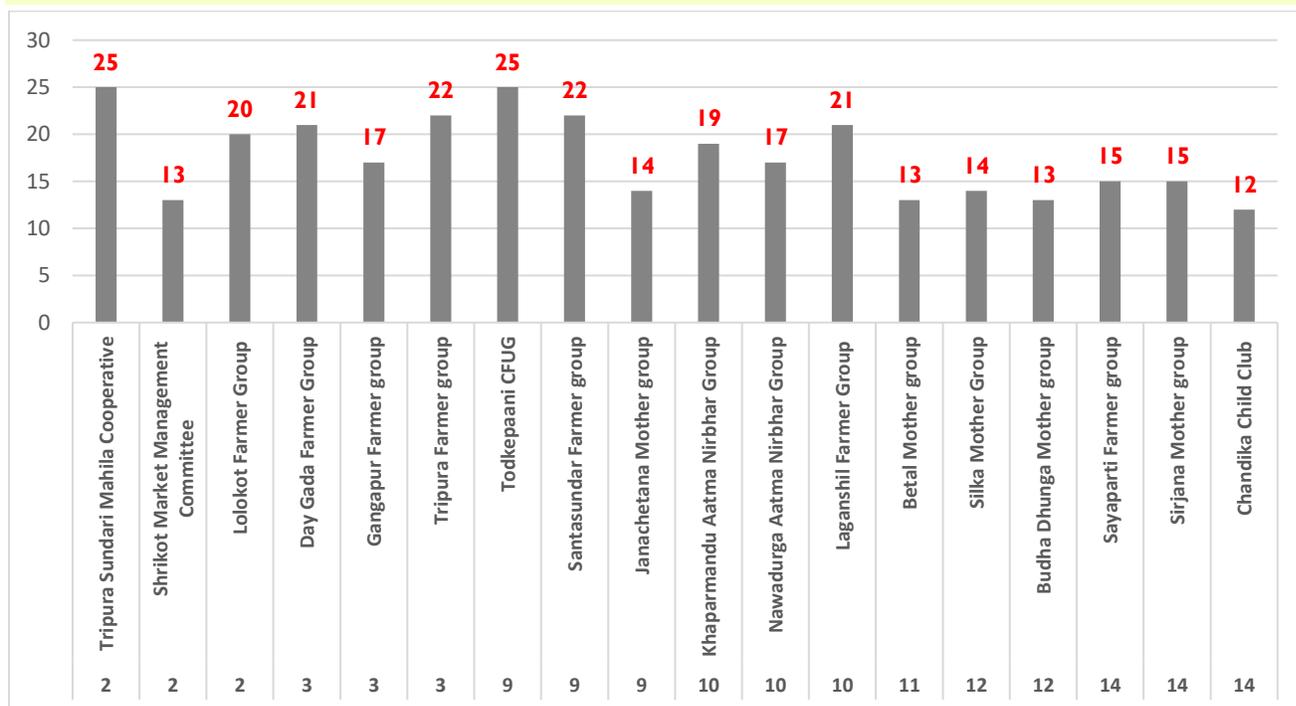
they have no or limited knowledges and skills on integrated nexus of agriculture, food security, nutrition and climate change.

- It has been found that the CBOs have no prior experience in advocacy and lobbying on issues related to climate change, food security, nutrition, GEDSI, and human rights-based development approaches.
- Most CBOs lack regular funding and they do not have any activities. They have relied heavily on external funding even for the small supports like; few seeds. So,
- Only 10 CBOs (out of 30) have mobilized volunteer staff, and only 6 of these CBOs have provided them with any training (mainly on savings, vegetable farming, and book-keeping).
- Regarding the financial management, only 40% CBOs conduct annual auditing and hearing. Around 50% maintain expenditure records either in ledgers or minute books, leaving the remaining 50% CBOs do not have any proper expenditure records.
- Many CBOs have weak coordination, collaboration, and networking with local governments and other stakeholders (I/NGOs and thematic sectoral networks). Only 54% of the CBOs coordinate with local governments, 29% with I/NGOs, and just 17% are affiliated with networks at the local level.
- Local governments have not formulated specific policies solely dedicated to CBO mobilization and capacity building. There's no clear framework defining CBO roles and responsibilities in these municipalities.
- Many CBOs are inactive or operate mainly based on external funding rather than local resource mobilization. So, issue of sustainability of CBOs' programs and activities remains a critical concern.
- While CBOs have diverse membership, active participation from women, Dalits, and marginalized groups is limited in decision-making processes and leadership roles in some of these organizations.

### 4.3. Score Obtained by CBOs

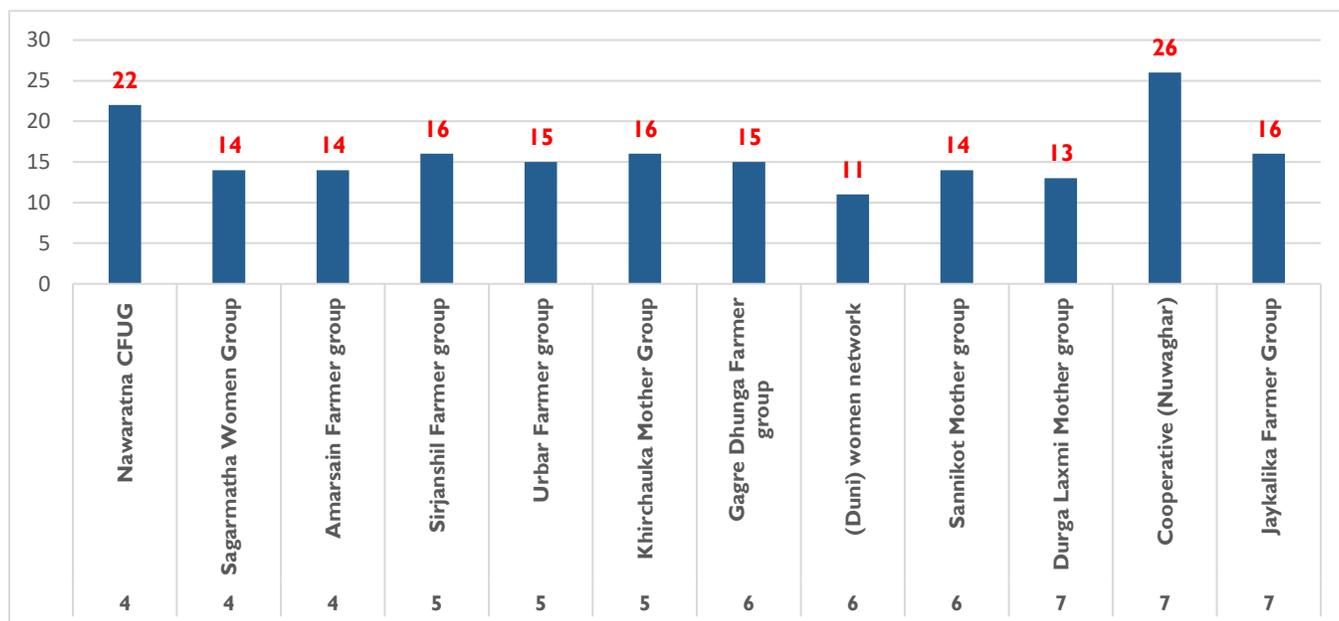
The major areas assessed to analyze the capacity of 30 CBOs included organizational structure, activity planning processes, financial management, human resource/staff management, service delivery to community members, coordination and linkages, GEDSI and inclusivity, thematic work experience, monitoring and evaluation (M&E) systems, and stability and sustainability. A total of 31 indicators with 50 marks were developed across these 10 sectors. The key scoring indicators are presented in Annex 4 and CBO scoring table has been presented in **Annex-5**.

### Score obtained by 18 selected CBOs of Sanphebagar Municipality



Graph 12: Score obtained by CBOs - Sanphebagar Mun.

### Score obtained by 12 CBOs of Chaurpati Municipality



Graph 13: Score obtained by CBOs- Chaurpati RM

# Chapter-5: Recommendations & Conclusion

## 5.1. Recommendations

The following suggestions are based on discussions held with community-based organizations (CBOs) Focus Group Discussions (FGDs) with women and Dalit groups, and Key Informant Interviews (KIs) and discussions/interactions conducted with local government representatives and staff.

Therefore, it is expected that these suggestions to be very practical, actionable/doable and can be implemented easily. Furthermore, if these suggestions are placed into practice, it will surely expect to support the institutional management, financial management, human resource management, and thematic or programmatic management of community-based organizations (CBOs). This, in turn, will equally support the achievement of the targeted objectives of the WE CAN project, and enabling community-based organizations (CBOs) to provide effective services at the community level for overall development of all.

The following recommendations are categorized as short-term, medium-term, and long-term based on their nature, type, and timeframe. These recommendations apply to CBOs, the WE-CAN project, and local governments.

### 5.1.1. Short-Term Recommendations

- Conduct basic orientation training on food and nutrition security, gender equality, and rights-based advocacy for all selected CBOs.
- Facilitate and support the establishment of networking platforms among selected CBOs for sharing best practices, discussing issues, and undertaking collaborative actions with local governments and other development actors.
- Develop simple guidelines and toolkits for CBOs documentation and reporting system.

### 5.1.2. Medium-Term Recommendations

- Establish a ward-level CBO network to create a system for learning and knowledge sharing among CBOs. This will function as a loose forum of CBOs
- The local government should support the identified potential CBOs in each ward for future collaboration and enhance their capacity in local planning, monitoring, and supervision. This will create an enabling environment and help sustain both the CBOs and development initiatives.
- Support selected CBOs in revising their institutional structures to promote governance, enhance inclusive representation, and maintain transparency.
- Provide seed funding or small grants to pilot community-driven advocacy campaigns.

### 5.1.3. Long-Term Recommendations

- Institutionalize capacity development through developing annual training cycles tied to the WE-CAN project. It can be institutionalized through developing annual capacity building plan, evaluation of CBOs performance, and support local governments to revise or develop policies/procedures which can explain importance of CBOs capacity for local development.
- Facilitate formal partnerships between CBOs and local government units to embed them in local planning processes.
- Promote digital inclusion through ICT training and access to communication tools.
- Develop strategies to improve financial sustainability, such as diversifying funding sources, strengthening income-generating activities, and enhancing financial planning and reporting systems.
- The local governments should develop clear policies, guidelines, and working procedures to define roles, responsibilities, and legal recognition of CBOs as well as sustainability of the CBOs for long-term.
- At the community level, although various community-based organizations (CBOs) have been formed, supporting, managing, and regulating them has become very challenging. Therefore, it seems necessary for the concerned local level authorities to identify the best-performing CBOs and recognize them as “Tole Bikash Sanstha” (TBS) to develop them as umbrella organizations for other CBOs. This will help reduce the number of community institutions, making monitoring and regulation easier.

### 5.1.4. Key Action Points for CBO’s Strengthening

Based on the short-term, medium-term, and long-term recommendations above, the following action points are suggested for the project to improve the status of the selected CBOs. These action points are presented in below table-10 as immediate and secondary actions to facilitate easier implementation by the WE CAN project at the community level.

*Table 10: Key action points to be implemented*

Key Action points
<b>A. Immediate Action Points</b>
<b>Action Point-1:</b> Support CBOs to develop/revise bylaw
<b>Action Point-2:</b> Support CBOs to register/enlisting in local level
<b>Action Point-3:</b> Organize CBO management & Book keeping training for key positions.
<b>Action Point-4:</b> Meeting with CBOs to identify resources for sustainability.
<b>Action Point-5:</b> Support to develop capacity development plan of CBOs
<b>Action Point-6:</b> Provide facilitation support to formulation LG level policies/guidelines – related to CBOs mobilization/capacity development etc.

## B. Intermediate Action Points:

**Action Point-1:** Training on leadership, Governance, GEDSI & Advocacy.

**Action Point-2:** Provide business plan development training to cooperatives

**Action Point-3:** Training to CBOs on local level planning and budgeting steps including provide IEC materials on local planning steps.

**Action Point-4:** Orientation to CBOs on identification of community issues

**Action Point-5:** Formation of CBOs network at ward level for learning sharing purpose.

**Action Point-6:** Provide training to CBOs on proposal writing

**Action Point-7:** Support local governments to develop CBOs MIS.

**Action Point-8:** Support CBOs to organize public auditing/hearing at community level.

**Action Point-9:** Link CBOs with local government's planning, budgeting, and monitoring system.

**Action Point-10:** Conduct annual performance evaluation of CBOs – in accordance with CBOs scoring criteria

**Action Point-11:** Interaction between local representatives and CBOs on 'How can we make the roles of CBOs more effective in community development?'

## 5.2. Conclusion

The general capacity assessment of 166 CBOs and detail capacity assessment of 30 Community-Based Organizations (CBOs) across selected wards of Sanphebagar Municipality and Chaurpati Rural Municipality in Achham district reveals a mixed landscape of organizational strengths and challenges. This detailed analysis, complemented by semi-structured interviews, focus group discussions (FGDs) and key informant interviews (KIIs), offers valuable insights into the CBOs current status, gaps, and future potential of these grassroots entities.

The study highlights that most CBOs have been established to address diverse thematic areas, primarily agriculture, food security, and nutrition (53%), followed by gender equality and social inclusion (GEDSI)/human rights (23%), and climate change adaptation/disaster risk reduction (17%). Importantly, inclusiveness in governance structures is evident, with women holding about 75% of executive committee positions and Dalits representing 20% respectively. This demonstrates a significant level of participation from marginalized communities, fostering greater social cohesion and representation.

However, a number of systemic and operational challenges hinder the full realization of the CBOs' potential. Notably, 40% of CBOs have conducted annual audits, while 50% maintain only basic

expenditure records. This gap in financial accountability systems underscores the need for enhanced financial literacy and record-keeping practices within the CBOs. Similarly, only 60% of the CBOs have bylaws, and a significant 40% lack clear governance structures. This indicates a critical gap in institutional sustainability and regulatory compliance.

Human resource capacity remains another pressing concern. While 11 volunteer staff members have been mobilized, only 6 CBOs staff have received relevant training, reflecting a need for ongoing capacity building in technical and management skills. Moreover, 77% of CBOs lack internal monitoring systems, and only 43% have a practice of reviewing their programs. These limitations undermine the effectiveness and accountability of CBOs in their service delivery and advocacy efforts.

The assessment also sheds light on coordination and networking challenges. Only 54% of CBOs coordinate with local governments, and a mere 29% collaborate with I/NGOs, signaling missed opportunities for leveraging external support and broader development frameworks. Sustainability remains fragile, with 93% of CBOs relying on minimal savings and just 20% possessing tangible resources like land or buildings.

Findings from focus group discussions affirm the CBOs' significance in fostering community voice and resilience, particularly for women, Dalits, and marginalized groups. Yet, social barriers such as gender norms and caste-based discrimination persist, limiting the transformative potential of these organizations. Key informant interviews further underscore the importance of CBOs in local governance and community development but highlight the absence of dedicated policies and structured support from local governments.

To address these multifaceted challenges, the report recommends a holistic approach: prioritizing capacity building, fostering transparent and inclusive governance, strengthening financial and programmatic systems, and enhancing coordination with local governments and external partners. Additionally, policy reforms and the establishment of dedicated frameworks for CBO mobilization at the municipal and rural municipal levels are critical.

In conclusion, while CBOs in Sanphebagar Municipality and Chaurpati Rural Municipality have demonstrated significant promise in amplifying community voices and delivering thematic services, their sustainability and effectiveness require concerted efforts from local governments, development partners, and the CBOs themselves. By bridging capacity gaps and fostering enabling environments, these grassroots entities can become resilient and impactful actors in local development and social transformation.

# Annexes

## Annex-I: Lists of Enumerators

<b>SN</b>	<b>Name of Enumerator</b>	<b>Address</b>	<b>Contact Mobile #</b>
1	Mr. Gorakh Mahata	Sanphebagar M-10	9863363905
2	Mr. Rakesh Saud	Sanphebagar M-14	9849742058
3	Ms. Jhuma Kumari khadka	Sanphebagar M-9	9766406805
4	Ms. Bhagawoti BK	Sanphebagar M-3	9865693525
5	Ms. Barsha Sawar	Sanphebagar M -2	9762479547
6	Mr. Santosh Bdr Dhaami	Chaurpati RM-4	9848200270
7	Mr. Uttam Saud	Chaurpati RM-6	9762309618
8	Ms. Gita Bogati	Chaurpati RM-7	9868448934
9	Ms. Laxmi Khadka	Chaurpati RM-5	9748231279

## Annex-2: Lists of FGD conducted

SN	LG name	Ward #	CBO name	Nos. of FGD conducted
1	Chaurpati RM	4	Nawaratna Community Group	2
2	Chaurpati RM	4	Amarsain Farmer Group	2
3	Chaurpati RM	4	Sagarmaatha Woman Group	2
4	Chaurpati RM	6	Gagredhunga Farmer Group	1
5	Chaurpati RM	6	Mugra Farmer Group	1
6	Chaurpati RM	6	Shannikot Woman Group	2
7	Chaurpati RM	7	Mother Group	2
8	Chaurpati RM	7	Jayakalika Group	2
9	Chaurpati RM	7	Cooperative Group	2
10	Sanphebagar M	14	Chandika Child Club	2
11	Sanphebagar M	14	Srijanshil Woman Group	2
12	Sanphebagar M	14	Sayapatri Farmer Group	1
13	Sanphebagar M	2	TripuraSundari Woman Cooperative	2
14	Sanphebagar M	2	Shreekot Market Management Committee	2
15	Sanphebagar M	2	Lolikot Farmer Group	2
16	Sanphebagar M	10	Khaparmandau Self-defense Group	2
17	Sanphebagar M	10	Nawadurga Self-defense Group	2
18	Sanphebagar M	10	Laganshil Farmer Group	1
19	Sanphebagar M	9	Todkepaani CFUG	2
20	Sanphebagar M	9	Santa Sundar Farmer group	1
21	Sanphebagar M	9	Janachetana Mother group	1
22	Sanphebagar M	3	Daya Gada Farmer Group	1
23	Sanphebagar M	3	Gangapur Farmer Group	2
24	Sanphebagar M	3	Tripura Farmer Group	2
25	Sanphebagar M	10	Khaparmandu SHG	2
26	Sanphebagar M	10	Nawadurga SHG	2
27	Sanphebagar M	10	Lagansil Farmer Group	2

### Annex-3: Lists of KIIs participants

SN	Name of KII participants	Office/Address	Position	Contact #
1	Mr. Shiv Bahadur Kunwar	Sanphebagar Mun.	Deputy Mayor	9851152839
2	Mr. Lalit Bogati	Sanphebagar Mun.	Ward Chair (10)	9858480111
3	Mr. Kul Kunwar	Sanphebagar Mun.	Ward Chair (3)	9864817485
4	Mr. Deepak Kunwar	Sanphebagar Mun.	Ward Chair (9)	9848649220
5	Mr. Karna kunwar	Sanphebagar Mun.	Livestock Branch	9848530098
6	Mr. Laxman Nath	Sanphebagar Mun.	Act. CAO/HSI	9848522836
7	Ms. Tulshi Thapa	Sanphebagar Mun.	Agri. Section	9869692296
8	Ms. Anita Joshi	Sanphebagar Mun.	Women and Children Section	9848970173
9	Mr. Nirpa Bisokarma	Sanphebagar Mun.	Legal Advisor	9848604120
10	Mr. Amar Bohara	Sanphebagar Mun.	IT Section	9867589025
11	Mr. Bhim Bahadur Saud	Chaurpati RM	Chairperson	9848701218
12	Mr. Lal Bdr Dhami	Chaurpati RM	Ward Chair (4)	9865641183
13	Mr. Milan Kunwar	Chaurpati RM	Health Section	9848542443
14	Mr. Nar Bahadur Khadka	Chaurpati RM	P & Monitoring Sec.	9848435217
15	Mr. Jhapper Bhul	Chaurpati RM	Agri. Section	9848550272
16	Mr. Lalit Bogati	Chaurpati RM	Ward Chair(7)	9868431657

## Annex-4: Lists of all (166) CBOs assessed



Annex-4 General  
Information final of 1

## Annex-5: CBOs scoring indicators

Major sectors and scoring Indicators			
Major Sectors	Indicators	Score point	Remarks
<b>1. Activeness of CBOs</b>	1.1. Existing of Executive Committee	1	
	1.2. Regular Monthly meeting	1	
	1.3. Participation in decision making Process	1	
	1.4. Role and responsibilities defied among members	1	
	1.5. HHs coverage in service areas	1	
<b>2. Legal Identity of CBO</b>	2.1. Registred/renewed in Palika or any other GoN offices	2.5	Legal identity of CBO is vital
	2.2. Having bylaw/Developed bylaw of CBO	2.5	
<b>3. Financial Management</b>	3.1. Having Bank account	1	
	3.2. Annual Auditing ( Internal & External)	1	
	3.3. Managed Book keeping	1	
	3.4. Available Expenditure records	1	
	3.5. Make decisionfor any expentitures	1	
<b>4. Human Resources Management</b>	4.1.Staff/ Volunteer mobilized	2.5	Having staff within CBO determines operationale capacity and institutional capacity of CBO
	4.2. Provided training to Staff	2.5	
<b>5. Serice Delivery to the targated community</b>	5.1. Worked with vulnerable communities	1	
	5.2. Identification of community needs	1	
	5.3. Developed feedback machanism from communities	1	
	5.4. Service delivery without any descriminations	1	
	5.5. Timely completed the targated activities	1	
<b>6. Coordination/ Collaboration and networking</b>	6.1. Have experiences working with LG/ward	2.5	Policy and advocacy depends on CBOs coordination and collaboration with staekholders
	6.2. Have experiences working with I/NGOs and networks	2.5	
<b>7. Inclusion in Executive Committee</b>	7.1. 50% women in EC	2.5	Inclusiveness in executive committee of CBO ensure the voice of marginalized people
	7.2. Proportionate representation of Dalit/PwDs/Single Women in EC	2.5	
<b>8. Thematic work experience</b>	8.1. Agriculture sector	1	
	8.2. Food security	1	
	8.3. Nutrition promotion	1	
	8.4. GEDSI/Human Rights and Advocacy	1	
	8.5. Climate Change resiliences/Disaster Risks Reduction	1	
<b>9. M&amp;E &amp; Reporting</b>	9.1. Having Practicing of Self monitoring	1	
	9.2. Formation of Monitoring committee	1	
	9.3. Practice of Progress Reviews	1	
	9.4.Reports submitting to Palika/Wards. Concerned units/offices	1	
	9.5. Documentation of reports submitted	1	
<b>10. Sustainability</b>	10.1. Having own resources ( Office building, land, or any other resources	2.5	It increase community trust, reduce external dependency and sustain local development
	10.2. CBO having saving amount	2.5	

## Annex-6: CBO's score table

Local Level	Ward#	CBOs name	Activeness of CBOs	Legal Identity of CBO	Financial Management	Human Resources Management	Service Delivery to the targeted community	Coordination/ Collaboration and networking	Inclusion in Executive Committee	Thematic work experience	M&E & Reporting	Sustainability	Total Score Obtained
Sanphebagar	2	Tripura Sundari Mahila Cooperative	4	3	4	2	1	0	3	2	2	4	25
Sanphebagar	2	Shrikot Market Management Committee	2	0	1	1	2	1	1	1	0	4	13
Sanphebagar	2	Lolokot Farmer Group	3	3	2	0	2	2	3	2	1	2	20
Sanphebagar	3	Day Gada Farmer Group	3	2	2	2	2	2	3	2	1	2	21
Sanphebagar	3	Gangapur Farmer group	3	1	2	0	2	2	2	2	1	2	17
Sanphebagar	3	Tripura Farmer group	2	3	2	0	2	2	3	2	2	4	22
Sanphebagar	9	Todkepaani CFUG	3	3	4	2	2	2	2	1	2	4	25
Sanphebagar	9	Santasundar Farmer group	3	3	2	2	2	2	3	2	1	2	22
Sanphebagar	9	Janachetana Mother group	2	0	1	0	3	2	2	1	1	2	14
Sanphebagar	10	Khaparmandu Aatma Nirbhar Group	3	1	1	0	2	3	4	2	1	2	19
Sanphebagar	10	Nawadurga Aatma Nirbhar Group	3	0	2	0	2	3	3	2	0	2	17
Sanphebagar	10	Laganshil Farmer Group	3	3	2	2	1	1	4	2	1	2	21
Sanphebagar	11	Betal Mother group	2	0	0	0	3	1	3	1	1	2	13
Sanphebagar	12	Silka Mother Group	2	0	0	0	3	1	3	2	1	2	14
Sanphebagar	12	Budha Dhunga Mother group	2	0	0	0	3	1	3	1	1	2	13
Sanphebagar	14	Sayaparti Farmer group	3	1	2	1	2	1	2	1	0	2	15
Sanphebagar	14	Sirjana Mother group	3	0	0	1	2	1	3	1	2	2	15
Sanphebagar	14	Chandika Child Club	0	3	1	1	1	1	2	2	1	0	12
Chaurpati RM	4	Nawaratna CFUG	3	3	4	0	1	2	1	1	3	4	22
Chaurpati RM	4	Sagarmatha Women Group	3	0	0	0	2	1	3	2	1	2	14
Chaurpati RM	4	Amarsain Farmer group	3	1	0	0	2	1	3	1	1	2	14
Chaurpati RM	5	Sirjanshil Farmer group	3	3	0	0	2	0	3	2	1	2	16
Chaurpati RM	5	Urbar Farmer group	3	3	0	0	2	1	3	1	0	2	15
Chaurpati RM	5	Khirchauka Mother Group	3	1	1	0	2	1	2	1	3	2	16
Chaurpati RM	6	Gagre Dhunga Farmer group	3	1	2	0	2	1	3	1	0	2	15
Chaurpati RM	6	(Duni) women network	3	0	0	0	2	2	3	1	0	0	11
Chaurpati RM	6	Sannikot Mother group	3	0	0	0	2	1	3	1	2	2	14
Chaurpati RM	7	Durga Laxmi Mother group	3	0	0	0	2	1	3	1	1	2	13
Chaurpati RM	7	Cooperative (Nuwaghar)	3	4	2	3	2	0	3	2	3	4	26
Chaurpati RM	7	Jaykalika Farmer Group	3	1	1	0	2	2	3	1	1	2	16

## **Annex-7: Brief Information of selected 30 CBOs**



30 CBOs short  
profile.xlsx

## **Annex-8: Detail status of 30 CBOs**



Annex-7- Status of 30  
CBOs.xlsx

## Annex-9: Capacity Gap in CBOs

LG Name	Name of CBO	Ward #	Current Status or Capacity Gaps	Support required to address the identified gaps		
<b>A. Farmer Groups</b>						
<b>Sanphebagar Mun.</b>	Lolokot Farmer Group	2	<p>1. Majority of farmer groups does not have defined roles and responsibilities among members.</p> <p>2. About 50% farmer group does not have registration and bylaws for CBO's legalization and internal system strengthening.</p> <p>3. About 75% farmer group does not have bank accounts and 50% groups do not have auditing system.</p> <p>4. Farmer groups do not have staffs for daily operations.</p> <p>5. Majority of farmer groups have working experience solely in agriculture sector but they do not have diverse experiences in other thematic areas.</p> <p>6. Majority of farmer groups do not have self-monitoring system. They relied only in external monitoring - if they have any program.</p> <p>7. Majority of farmer groups do not have coordination and collaboration with local governments as well as other development agencies.</p>	<p>1. CBO management, proposal writing, and coordination and communication training- all farmer groups</p> <p>2. Support registration/renew and formulation of farmer group bylaws - CBOs who does not have bylaw.</p> <p>3. Vegetable farming, crop diversification training- all groups</p> <p>4. Organize farmers field school (FFS) to advance farmer's skills and knowledge on farming practices. It will enhance climate resilient farming practices at community level.</p>		
	Day Gada Farmer Group	3				
	Gangapur Farmer group	3				
	Tripura Farmer group	3				
	Santasundar Farmer group	9				
	Laganshil Farmer Group	10				
	Sayaparti Farmer group	14				
<b>Chaurpati RM</b>	Amarsain Farmer group	4				
	Sirjanshil Farmer group	5				
	Urbar Farmer group	5				
	Gagre Dhunga Farmer group	6				
	Jaykalika Farmer Group	7				
<b>B. Mother Groups (Aama Samuha)</b>						
Sanphebagar	Janachetana Mother group	9			<p>1. Mother groups are leading by FCHV in all community. So, they have regular monthly meeting but if FCHV will not participate, they could not conduct monthly meeting.</p> <p>2. All mother groups are very weak in financial management such as; no bank account, no book keeping, no expenditure records maintained)</p> <p>3. Majority of mother group have working experience in awareness on health and nutrition. They do not have experience in diverse sector such as agriculture, climate change/disasters etc.</p>	<p>1. Training to mother group members on climate change, water safety linking with impacts on human health and nutrition.</p> <p>2. Training/orientation to mother groups on behaviors change - all groups</p> <p>3. Financial record keeping, decision making, and minute keeping training to all groups.</p> <p>4. Support link group saving and credit activities with income generation/ livelihood activities.</p>
Sanphebagar	Betal Mother group	11				
Sanphebagar	Silka Mother Group	12				
Sanphebagar	Budha Dhunga Mother group	12				
Sanphebagar	Sirjana Mother group	14				
Chaurpati RM	Khirschauka Mother Group	5				
Chaurpati RM	Sannikot Mother group	6				

Chaurpati RM	Durga Laxmi Mother group	7	4. Mother groups have saving amount but which is very minimal.	
<b>C. Cooperatives</b>				
Sanphebagar Mun.	Tripura Sundari Mahila Cooperative	2	1. Both cooperatives are weak in coordination, collaboration and networking. 2. Cooperatives do not have diverse work experience. They are engaged only in saving and credits. 3. Cooperatives do not have mandatory policies such as; account and loan management policy, human resources management policies, fund mobilization guidelines etc * Both cooperatives have very minimum service area coverage	1. Provide support to development/formulation of required policies. 2. Required training on Cooperative business plan development - linking with income generation / agriculture sector. 3. Required cooperative education training at group level 4. Training to executive board members on cooperative management and governance is very necessary.
Chaurpati RM	Cooperative (Nuwaghar)	7		
<b>D. Self-help Groups</b>				
Sanphebagar	Khaparmandu Aatma Nirbhar Group	10	1. Both groups are weak in financial management ( Auditing, records of expenditures, 2. They do not have diverse working experiences in thematic areas. 3. Both organizations are weak in self-monitoring, reporting, and coordination and collaboration with local government as well as development agencies.	1. Support/orientation to the CBOs on CBO management, which includes governance, financial management and monitoring and reporting systems as well. 2. Orientation to the CBOs on how multi-sectors (Agriculture, climate change, food security etc) can be linked with each other for improve in income generation and livelihoods.
Sanphebagar	Nawadurga Aatma Nirbhar Group	10		
<b>E. Community Forestry Users Group (CFUG)</b>				
Sanphebagar	Todkepaani CFUG	9	1. Lack of capacity to coordination and collaboration with stakeholders including local government and I/NGOs. 2. Weak in financial management ( records of income, expenditures etc) 3. They do not have diverse working experiences. 4. Weak in planning, reporting and documentation.	1. Training /orientation to both CFUGs on " Forest-based farming system, and biodiversity conservation). 2. Financial management/book keeping training support required.
Chaurpati RM	Nawaratna CFUG	4		
<b>F. Women Groups/Netwroks</b>				
Chaurpati RM	Sagarmatha Women Group	4	1. Weak in governance system (e.g.; legalization, participatory decision making etc.) 2. Weak in financial management such as book keeping, records of income and expenditure, etc.	1. Required to training on " legal provisions to ensure women, Dalits, minorities rights. Special focuses on constitutional rights, LGOA, 2074, and Civil Procedure (Code) Act,

Chaurpati RM	(Duni) women network	6	<ul style="list-style-type: none"> <li>3. Less experience on diverse thematic working areas.</li> <li>4. Relied on external funds rather than generate their own resources to conduct awareness activities.</li> </ul>	<ul style="list-style-type: none"> <li>2074.</li> <li>2. Leadership/GEDSI training - develop as local resource person</li> </ul>
<b>G. Child Club</b>				
Sanphebagar	Chandika Child Club	14	<ul style="list-style-type: none"> <li>1. Lack of capacity to identify community issues for advocacy and create mass awareness</li> <li>2. Weak in networking, coordination and collaboration with local government/development agencies.</li> </ul>	<ul style="list-style-type: none"> <li>1. Provide training to child club members on community issues identification, awareness raising and develop IEC tools</li> <li>2. Support to affiliate with district and palika level networks</li> </ul>
<b>H. Market Management Committee</b>				
Sanphebagar	Shrikot Market Management Committee	2	<ul style="list-style-type: none"> <li>1. Market committee does not have regular meeting, and formally registered.</li> <li>2. Weak in financial management, develop work plans</li> <li>3. Limited knowledge on food security, storage and contain nutritional value in supplied foods.</li> <li>3. Market committee does not have policies/guidelines to provide support during emergencies.</li> </ul>	<ul style="list-style-type: none"> <li>1. Support regularize monthly meetings and enhance capacity on financial management.</li> <li>2. Provide trainings on food storage, local products and storage</li> <li>3. Support to develop guidelines on " support in emergency".</li> <li>4. Link market committee with local cooperatives and farmers to establish market for local products.</li> </ul>

## Annex-10: Capacity Assessment Formats

### - Semi-structured questions for CBOs

#### Questionnaires for Capacity Assessment of CBOs:

Questions for semi-structured interview at CBO

#### Section-A: Basic Information about CBO

Name of CBO:	
Year of Establishment:	
Regd. in any offices:	
Legal Regd. No. & Date	Regd. No. ...., Status: .....
Renewable status:	
Location of CBO:	District: LG Name: Ward: ..... Settlement: .....
Ward(s) coverage/in operation:	
Type of CBO (e.g., Cooperative, Aama Samuha, CFUG, Farmers Group or ??)	
Thematic working areas	<ul style="list-style-type: none"> <li><input type="radio"/> Livelihoods</li> <li><input type="radio"/> WASH</li> <li><input type="radio"/> Agriculture</li> <li><input type="radio"/> Climate change</li> <li><input type="radio"/> Disaster risk reduction</li> <li><input type="radio"/> Education</li> <li><input type="radio"/> Health &amp; Nutrition</li> <li><input type="radio"/> Gender &amp; Social Inclusion</li> <li><input type="radio"/> Governance</li> <li><input type="radio"/> Others (please specify): _____</li> </ul>
Contact Person (s):	Name: _____ Position: _____ Phone: _____ E-mail: _____

## Section-B: Governance and Organizational Capacity

Q.N.	Question	Response
1	Does the CBO have a written constitution or statute/ bylaws?	Yes/No
2	How often <b>does the executive committee meet?</b>	.....
3	Are the meeting minutes regularly minuted/documentated?	Yes / No
	If yes, verify meeting minutes (Nos. of meeting held in last FY)	
4	How is leadership selected?	- By election - By appointment
5	Is your executive committee elected as per your constitution?	Yes/No
6	- If yes, when was the last AGM held?	
7	How many executive members does your organization have?	Male:       Female: Dalit:       Janjati: PwDs: Single women:
8	Is at least one of the top three leadership positions held by a woman?	Yes/No
9	Do you have annual general meetings (AGMs) regularly?	Yes/No
10	Have you renewed your registration in the last 3 years?	Yes/No
11	Have you conducted a financial audit in the last 3 years?	Yes/No
12	If “ yes”, can you provide copies ??	
13	<b>Are decisions made in a participatory manner?</b>	Yes / No
14		

## Section C. Human Resources and Financial Capacity

Q.N.	Question	Response
1	<b>How many staff or volunteers does the CBO have?</b>	Male: ..... Female: .....
2	Do they have received any trainings (e.g; Livelihoods, GEDSI, Office management, financial management etc)	Yes   No
	If yes, training name and staff nos.	.....
3	<b>What technical skills exist within the CBO?</b>	.....
4	What are the key existing capacity of CBO?	

4	Does the CBO have a bank account in its name?	Yes   No
5	Are financial records regularly maintained and audited?	Yes   No
6	What financial systems/tools are in place? (e.g., ledger, voucher system)	.....
7	Does the CBO prepare annual budgets?	Yes   No
8	Does the CBO generate any income (e.g., membership fees, services, savings and credit)?	Yes   No
9	Are there any financial reports from the past year available?	Yes   No

### Section C: Programmatic and Thematic Experience

Q.N.	Question	Response
1	What thematic areas does your organization work in? (Check all that apply)	<input type="checkbox"/> Agriculture <input type="checkbox"/> Nutrition <input type="checkbox"/> Food Security <input type="checkbox"/> Gender Equality <input type="checkbox"/> Disability Inclusion <input type="checkbox"/> Climate Change Adaptation / DRR <input type="checkbox"/> Advocacy / Rights-based approaches <input type="checkbox"/> Others (please specify): .....
2	Have you implemented any project in the past 3 years? If yes, provide:	<input type="checkbox"/> Project Name: <input type="checkbox"/> Funding Organization: <input type="checkbox"/> Duration: <input type="checkbox"/> Coverage Area: <input type="checkbox"/> Target Beneficiaries:
3	Does the CBO have experience implementing donor-funded projects?	Yes   No
	If "Yes" Donor and program name:	.....
4	Who are the main beneficiaries of the CBO's services?	.....
5	Does the CBO have participatory decision-making system before implement the program?	Yes   No

6	Does the CBO have mechanism to monitor and supervise the program?	Yes   No
7	Do you work with local government or other stakeholders?	Yes   No
	If yes, please provide details	.....

### Section D: Advocacy and Networking

Q.N.	Question	Response
1	Is your CBO part of any local, district, or national networks?	Yes   No
	If Yes, please specify	.....
2	Has the CBO worked in partnership with local government, NGOs, or INGOs?	Yes   No
	If yes, specify name and program?	
3	Does the CBO have any MoUs or formal agreements with partners?	Yes   No
	If yes, specify	
4	Does the CBO have experiences to engage with local government planning processes?	Yes   No
5	Have you participated in advocacy campaigns or policy discussions?	Yes   No
	If yes, provide example	.....
6	Do you have trained staff/volunteers in advocacy or rights-based approaches?	Yes   No
7	Has your organization contributed to influencing any local policies?	Yes   No
	If yes, provide example	.....

Section E: Gender and Social Inclusion

Q.N.	Question	Response
1	Does your organization have policies or practices that promote gender equality and inclusion?	Yes   No
2	What percentage of your members are from marginalized groups (women, Dalit, PWDs, youth)?	<ul style="list-style-type: none"> <li>○ Women: ____%</li> <li>○ Dalit: ____%</li> <li>○ PWDs: ____%</li> <li>○ Youth (&lt;30 years): ____%</li> </ul>
3	How does your organization ensure the voices of marginalized groups are represented in decision-making?	<p>.....</p> <p>.....</p>

Section F: Capacity Gaps and Needs

Q.N	Question	Response
1	What are the key challenges your organization currently faces?	<p>.....</p> <p>.....</p> <p>.....</p>
2	Do you fill any gaps in your CBOs	Yes   No

	to improve the current capacity?	
	If “yes” what are the gaps?	
3	Have you previously received any capacity-building support?	Yes / No
4	What kind of support do you need to strengthen your organization ?	<ul style="list-style-type: none"> <li>○ Institutional Development</li> <li>○ Financial Management</li> <li>○ Advocacy Skills</li> <li>○ Gender and Social Inclusion Training</li> <li>○ Monitoring &amp; Evaluation</li> <li>○ Capacity building</li> <li>○ Others (specify):</li> </ul>
	If yes, what kind and from whom?	<p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
5	Do you have coordination and linkages with local government ?	Yes  No
	If yes, for what and when?	<p>.....</p> <p>.....</p>

6	What types of support your organization need from local government ?	..... .....
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Section G: Office management, Documentation and Evidence

Q.N.	Question	Response
1	Do you have established your office?	Yes   No
2	Do you have your own office building or in rent ?	.....
3	Do you have proper office filing system?	Yes   No
4	Observe the basic facilities in office (Chair, table, filing, computer etc.	.....
4	Can you provide the following documents?	<ul style="list-style-type: none"> <li>○ Audit reports (last 3 years)</li> <li>○ Registration certificate</li> <li>○ Constitution/statute</li> <li>○ Project reports</li> <li>○ Annual reports</li> <li>○ Case/impact stories</li> </ul>

- Do you have anything to say about this assessment process? Any suggestions | recommendations ??

.....

- FGD questions (Nepali)

## लक्षित समुह छलफलका लागि आधारभूत मार्गदर्शन तथा प्रश्नावली ( Basic Guideline & Questions for FGD)

### क. लक्षित समुह छलफलका लागि आधारभूत मार्गदर्शन:

**उद्देश्य:** - यस लक्षित समुह छलफलको मुख्य उद्देश्य “लक्षित समुह जस्तै: महिला, दलित र पछाडी परेका/पारिएका व्यक्तिहरूको समुहबाट उनीहरूको अनुभव, बुझाइ, चुनौती र सुझाव संकलन गर्ने जसबाट CBOs को संस्थागत, प्राविधिक, वित्तीय तथा सामाजिक क्षमता मूल्याङ्कन गर्न सकियोस् भन्ने रहेको छ ।

- ✓ समुदायमा आधारित संस्थाहरूको (CBOs) क्षमता मूल्यांकनका लागि प्रत्येक छनौट भएका CBOs मा महिला र दलित तथा पछाडी पारिएका समुदायका व्यक्तिहरूसंग छुट्टाछुट्टै समुहगत छलफल गरिने छ । यसरी छलफल गरिने हरेक समुहमा ६-१० जनासम्म सहभागी गरिनेछ । एउटा CBO मा दुइटै फरक समुहमा छलफल गरिनेछ ।
- ✓ एउटा समुहमा ३०-४० मिनेट समय लाग्ने हुँदा सहभागीहरूलाई पहिले नै लाग्ने समय र छलफलको उद्देश्यबारेमा जानकारी गराउनु पर्नेछ ।
- ✓ यदि कुनै सहभागीले बोल्न नचाहेको अवस्थामा बोल्नै पर्छ भनेर जबरजस्ती गरिने छैन । तर सबै सहभागीहरूले बोल्न पाउन भनि “ तपाईंले केहि विचार राख्नु हुन्छ कि “ भनेर उत्प्रेरित भने गरिने छ ।
- ✓ फोटो लिनुपर्ने वा भिडियो क्लिप खिच्न सहभागीहरूसंग अनुमति लिनुपर्ने छ । १८ वर्षभन्दा मुनिका बालबालिकालाई उत्तरदाताको रूपमा सहभागी गराउन मिल्ने छैन ।
- ✓ यदि सहभागीहरूले आफ्नो नाम/ ठेगाना खुलाउन नचाहेको खण्डमा नाम तथा ठेगानाको लागि कोडको प्रयोग गरिने छ । तथापी यस कार्य Action Research भएको हुँदा छलफलको शुरुवातमै यसको उद्देश्य स्पष्ट संग जानकारी गराउनुपर्ने छ ।

## ख. लक्षित समुह छलफलका लागि प्रश्नावलीहरु:

१. तपाईंहरुको (महिला, दलित र सीमान्तकृत बर्गको) यस समुदायमा आधारित संस्था (CBO) मा सहभागिताको अवस्था कस्तो रहेको छ ?  
त्यहाँ सहभागी हुँदा यहाँहरुलाई के के फाईदा पुगेको छ ?

२. संस्थाको मुख्य पदमा महिला, दलित तथा बिपन्न बर्गको प्रतिनिधित्व रहेको छ ? त्यसले तपाईंहरुको आत्मविश्वास र संलग्नतामा कस्तो प्रभाव पारेको छ ?

३. तपाईंहरुलाई यस सामुदायिक संस्थाले खाद्य सुरक्षा, कृषि प्रबर्धन, पोषण सुधार, तथा जलवायुबाट पर्ने प्रभाव सम्बन्धि कार्य गर्नका लागि कुनै खालको सहयोग उपलब्ध गरएको छ ? छ भने अनुभव सुनाई दिनु होला

४. समुदायमा आधारित संस्था/सामुदायिक संस्थामा संलग्न भई काम गर्दा महिला, दलित र बिपन्न बर्गको रुपमा कस्ता खालका चुनौती वा अवरोधहरूको सामना गर्नुपरेको छ ?

५. जलवायु संग सम्बन्धित घटना जस्तै; बढीरहेको तापक्रम, असिना पानी, बाढी पहिरो, चट्याङ आदि जस्ता प्राकृतिक घटनाहरूले तपाईंहरूको खाद्य अभाव, खाद्य उपलब्धता, जीविकोपार्जन आदिमा कुनै असर पारेको जस्तो लागेको छ ? छ भने कस्तो कस्तो असर पारेको छ ?

६. तपाईंहरू मध्ये कसैले यस सामुदायिक संस्थाबाट कुनै तालिममा सहभागी हुने अवसर पाउनु भएको छ ? छ भने कुन बिषयसंग सम्बन्धित तालिममा सहभागी हुनुभएको छ र त्यो तालिम कसले संचालन गरेको थियो ?

७. तपाईंहरू सामुदायिक संस्थाको कार्यक्रममा सहभागी हुँदा आफुलाई सुरक्षित ( आफ्ना कुरा राख्न, खान, बस्न, सेवा प्राप्त गर्न) महशुस गर्नु हुन्छ ?

८. सामुदायिक संस्थाले महिला, दलित तथा बिपन्न बर्गका सवालहरुलाई महत्व दिएको छ कि छैन ? यदि छ भने के के सवालहरुमा महत्व दिएको छ ?

९. तपाईंको बिचारमा यस सामुदायिक संस्थाले खाध्य सुरक्षा, पोषण र जलवायु अनुकूलनता लगायतका समस्याहरु समाधानका लागि आगामी दिनमा कस्तो खालका कार्यहरु गर्नुपर्ने देख्नुहुन्छ ?

१०. अन्तमा, तपाईंहरुको कुनै सल्लाह/सुझावहरु छन् भने राखिदिनु होला

छलफलमा सहभागी संख्या: .....

अन्तर्वार्ता लिनेको:

नाम:

हस्ताक्षर:

मिति:

- KII questions (Nepali)

## मुख्य उत्तरदातासंगको अन्तर्वार्ता (Key Informant Interviews) प्रश्नावली

यी प्रश्नावलीहरू समुदायमा आधारित संस्थाहरूको (CBOs) क्षमता मुल्यांकन विश्लेषण कार्यका लागि मुख्य उत्तरदातासंगको अन्तर्वार्ता (KIIs) संचालनका लागि तयार गरिएका हुन। यस प्रश्नावलीको मुख्य उद्देश्य “ समुदायमा आधारित संस्थाहरूको क्षमता विश्लेषण गर्ने” र सम्बन्धित स्थानीय तहहरूमा सामुदायिक संस्थाहरूको दर्ता प्रक्रिया, क्षमता तथा कार्यसम्पादन, समावेशीकरण, समन्वय र सहकार्यको अवस्था के कस्तो रहेको छ ? सो को सूचना संकलन गरि विश्लेषण गर्ने प्रयोजनका लागि हो।

मुख्य उत्तरदाता अन्तर्वार्ता (KII) मा अछाम जिल्लाको साँफेबगर नगरपालिकाका र चौरपाटी गाउँपालिकाका तपसिलका व्यक्तिहरूसंग अन्तर्वार्ता संचालन गरिने छ।

गाउँ/नगरपालिकाको नाम	मुख्य उत्तरदाता अन्तर्वार्ता (KII) संचालन गरिने व्यक्तिहरू
साँफेबगर नगरपालिका	नगर प्रमुख, नगर उप-प्रमुख, प्रमुख प्रशासकीय अधिकृत योजना, अनुगमन तथा प्रशासन शाखा प्रमुख, सामाजिक बिकास शाखा, वातावरण शाखा, कृषि शाखा, वडा अध्यक्षहरूको उपलब्धता आधारमा अन्तर्वार्ता संचालन गर्नु पर्नेछ।
चौरपाटी गाउँपालिका : ११ जना	अध्यक्ष, उपाध्यक्ष, प्रमुख प्रशासकीय अधिकृत योजना, अनुगमन तथा प्रशासन शाखा प्रमुख, सामाजिक बिकास शाखा, वातावरण शाखा, कृषि शाखा, वडा अध्यक्षहरूको उपलब्धता आधारमा अन्तर्वार्ता संचालन गर्नु पर्नेछ।

## प्रश्नावलीहरु (Questionaries)

अन्तर्वार्ता लिएको मिति:	
स्थान:	
मुख्य उत्तरदाताको नाम:	
पद:	

१. तपाईं कति बर्ष देखि यस कार्यालयमा कार्यरत हुनुहुन्छ ?	
२. यस स्थानीय तहमा कति वटा CBOs दर्ता भएका छन् ?	
३. दर्ता भएका मध्ये क्रियाशील रहेका CBOs संख्या ?	
४. स्थानीय तहले सामुदायिक संस्था परिचालन सम्बन्धि कुनै नीति निर्माण गरेको छ ?	छ   छैन
यदि छ भने कुन कुन नीति निर्माण गरेको छ ?	
यदि छैन भने कुन नीतिहरु आवश्यक देखिन्छ ?	
५. सामुदायिक संस्थाहरुको स्थानीय तहमा दर्ता, नवीकरण तथा अनुगमन कसरि गरिन्छ ?	
६. सामुदायिक संस्थाहरु मुख्यतः कुन कुन क्रियाकलापमा संलग्न रहेका छन् ?	<ul style="list-style-type: none"> <li>- कृषी</li> <li>- खानेपानी तथा सरसफाई</li> <li>- बन तथा वातावरण संरक्षण</li> <li>- बचत तथा ऋण</li> <li>- महिला सशक्तिकरण</li> <li>- जनचेतनामुलक क्रियाकलापहरु</li> <li>- जलवायु परिवर्तन</li> </ul>

	- अन्य .....
७. तपाईंको बिचारमा सामुदायिक संस्थाहरूले उनीहरूको उदेश्य अनुसार कार्य गर्न सक्षम छन् ?	छन्   छैनन्
८. यदि छैनन् भने के कारणले सक्षम छैनन् ?	
९. तपाईंको बिचारमा सामुदायिक संस्थाहरूमा मुख्य-मुख्य सुधारात्मक पक्ष र चुनौतीहरू के रहेका छन् ?	
१०. सामुदायिक संस्थाका सवल पक्षहरू र अवसरहरू के के रहेका छन् ?	
११. समुदायको विकास निर्माण प्रक्रियामा सामुदायिक संस्थाहरूको भूमिका कस्तो रहेको देखिन्छ ?	
१२. के ति सामुदायिक संस्थाहरूले सामुदायिक विकासका लागि स्थानीय सरकार/वडा/कार्यालय संग समन्वय गर्ने गरेका छन् ?	
१३. गाउँ/नगरपालिका/वडा/कार्यालयले समुदायमा संचालन हुने क्रियाकलापहरूमा ति सामुदायिक संस्थाहरूको सहभागिता गराउने गरेको छ ? यदि छ भने के कस्ता क्रियाकलापहरूमा ?	छ   छैन .....
१४. के सामुदायिक संस्थाहरूले आफुले संचालन गरेका क्रियाकलापहरूको जानकारी, सूचना तथा प्रतिबेदन पालिका/वडा/ कार्यालयमा उपलब्ध गराउने गरेका छन् ?	
१५. आगामी दिनमा सामुदायिक संस्थाहरूको दिगोपनाका लागि के कस्तो सहयोग आवश्यक रहेको देखिन्छ ?	

<p>१६. तपाईंको बिचारमा गैहसरकारी संस्थाहरुले सामुदायिक संस्थाहरुको सशक्तिकरणका कस्ता कामहरु मा सहयोग गर्नु पर्छ होला ?</p>	
<p>अन्तमा, थप केहि सुझाव भएमा</p> <p>.....</p>	

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