

**PACKAGE # 6**

# **Getting Started**

**MODULE # 2**

## **NGO Partner Selection Criteria and Process**

**Insert graphic 3 11 - leadership**

Canada Nepal Gender in Organizations Project

With the support of the Canadian International Development Agency

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## 1. Introduction

### *Purpose of the Report:*

This report documents the best practices and learnings from the CNGO Project experience in selecting district-based NGOs as partners for an intensive capacity building process. This report is intended as a resource to be used by other organizations such as local government bodies (DDC and VDCs), donors and NGOs that plan to partner with NGOs.

### *The CNGO Project:*

The CNGO Project is a five-year project funded by the Canadian International Development Agency with the purpose of promoting good governance and the transition to greater equality between men and women in Nepal. In the long term, the project contributes to this goal by strengthening gender-responsive civil-society organizations, and by contributing to gender-responsive development policies and programs.

CNGO primarily implemented the project with NGOs committed to participate in a gender-integrated capacity building process in order to serve as Gender Resource Organizations in their districts. Gender Resource Organizations are defined as NGOs that serve as support organizations to other organizations (communities, CBOs, NGOs, local government, Line Agencies), and that have an expertise in providing services on gender.

To better enable these NGOs to perform as gender resource organizations, CNGO also designed project activities to nurture a receptive district environment for NGO and DDC collaboration, and to sensitize district stakeholders on gender. In addition, CNGO worked at the national level to support an enabling environment for NGOs.

### *District Selection:*

CNGO began by selecting districts to implement the project. This process was completed in April 2000, and is documented in this CNGO Training Package # 6, Getting Started” Module # 1 “CNGO **Project District Selection**”. After the districts were selected, the DDC Chairs were formally notified and permission was requested to allow CNGO to operate in the district. Two clusters of three districts each were selected – the far and mid-west – Doti, Dadeldhura and Surkhet, and the central terai – Bara, Sarlahi and Mahottari. A third cluster was initially planned; however, this was revised to one district, Kaski, which was selected in the spring 2002. This process is reported in “**District Selection Process, May 2002**”.

### *NGO Selection:*

Two NGOs were selected in each of the districts in the west and terai clusters to serve as Gender Resource Organizations. The NGO selection process described in this report was completed for the first two clusters (west and terai) by July 2000, over a three month period for each cluster. CNGO contracted the NGO selection process to consultants experienced in the NGO environment, and who had local contacts to validate data on the NGO applications. This NGO experience was invaluable to withstand political pressure and to ensure a fair and transparent process.

Based on lessons learned, a modified process was adopted for NGO selection in Kaski in August 2002. Six NGOs were selected to participate in the capacity building process, with the intent that after about one year of partnership, two of these six NGOs would be identified for more intensive capacity building to serve as Gender Resource Organizations. SBAN, the NGO contracted to implement the project in Kaski, also selected the NGOs.

## 2. Objectives of the NGO Selection Process

The objectives of the NGO selection process were:

- To select NGOs in each district to partner with CNGO.

- To sensitize the NGOs and enhance their common knowledge on:
  - The importance of a gender sensitive organization.
  - The concept of organizational development and qualities of accountable, credible and active organizations.
  - The need, demand and supply in their district for gender services.
  - The organizational strengths, weaknesses, opportunities and threats.
  - The importance of promoting collaboration among district based NGOs.

Therefore, the selection process was designed to both initiate the capacity building process with the participating NGO and build consensus on the purpose of gender-integrated capacity building for NGOs.

The expected outputs from this selection process for CNGO and participating NGOs were as follows:

S N	Phase	Output for CNGO	Output for NGOs
1	Orientation	<ul style="list-style-type: none"> <li>• Introduction to the district NGO sector.</li> <li>• Formal inception of the project at the district.</li> <li>• Linkage with DDC/CDO/LA/NGOs/INGOs in the district.</li> <li>• A list of active and interested NGOs.</li> </ul>	<ul style="list-style-type: none"> <li>• Exposure to CNGO.</li> <li>• Sensitization on importance of credible NGOs.</li> <li>• Introduction of the concept of gender in the organization.</li> <li>• Analysis of the organization.</li> </ul>
2	Application - Assignment and Short listing	<ul style="list-style-type: none"> <li>• Overview of the capacity of the organization and its representatives.</li> <li>• A list of short-listed NGOs.</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building on analytical skills.</li> <li>• Develop awareness about the organization.</li> <li>• Linkage to other NGOs.</li> </ul>
3	Workshop & short listing.	<ul style="list-style-type: none"> <li>• Close observation of the organization and its representatives.</li> <li>• Another level of short listing.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase level of knowledge on gender, O.D. SWOT.</li> <li>• Linkage and network with other NGOs.</li> </ul>
4	Field visit & Assignment	<ul style="list-style-type: none"> <li>• Accurate situation of the NGO is clear.</li> <li>• Sufficient information for final selection.</li> <li>• Close link with a few NGOs at the district.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase capacity for internal analysis.</li> <li>• Better understanding of the SWOT in the organization.</li> <li>• Improve sensitivity on the quality of the organization.</li> </ul>
5	Final Selection	<ul style="list-style-type: none"> <li>• NGOs selected.</li> <li>• NGOs willing to work with CNGO.</li> </ul>	<ul style="list-style-type: none"> <li>• Selected for CNGO program and agree to participate.</li> </ul>

The feedback received from the NGOs at different phases confirmed that the expected outputs at the NGO level were appreciated by the NGOs. The process was considered a good opportunity to understand the gender and organizational development concepts. It was also capacity building of the individuals as well as of organizations. For CNGO, the process realized all of the expected outputs.

### 3. Selection Process

The selection process followed six major phases:

- a) Prepare eligibility criteria and evaluation matrix
- b) Orientation phase – district visit and open meeting with district officials and NGOs
- c) Application phase – interested NGOs complete application form, and NGOs selected for next phase

- d) Workshop phase – NGOs attend gender and development workshop and select for next phase
- e) Field visit phase – visit NGOs to assess the organization and its work
- f) Final selection – select NGOs as CNGO partners

For Kaski NGO selection, the workshop phase was omitted, in favour of more time with each NGO in the field visit phase.

#### ***a) Eligibility Criteria and Evaluation Matrix***

Criteria for NGO selection were developed by CNGO to achieve the objective of identifying NGOs with the interest, motivation and baseline capacity to participate in the program and agree to serve as Gender Resource Organizations when the capacity building process was complete. The criteria were used to screen NGOs that would be an appropriate fit to meet the CNGO objectives.

These eligibility criteria are:

**Registration:** Must be registered as an NGO at the Chief District Office and be (or willing to be) affiliated with the Social Welfare Council. Annual audits filed.

#### **Categories of Organizations:**

- o First priority is district-based Community Development NGOs and Women's NGOs that work at the community (village) level and /or that build capacity and provide support to emerging NGOs and CBOs at the village level.
- o Second priority is NGOs that are district level branches of NGOs based in Kathmandu, and that demonstrate significant local autonomy and capacity.

**Gender Focus:** Demonstrate and committed to a gender focus in its community development work and committed to a gender responsive organizational culture;

**Women's NGOs:** Target 30% women's NGOs from total selected.

**Location and range of work:** Located in a district and serving more than two VDCs in that district.

**Governance:** A functioning Board with Annual General Meeting, regular Board meetings, oversight of NGO policies and activities, transparent selection of Board members.

**Size:** Minimum of two paid staff plus volunteers and part-time staff with demonstrated absorptive capacity to work with CNGO. Not overloaded with the delivery of numerous programs.

**Years in operation:** Minimum one year as a registered NGO and one year of active program experience.

**Absorptive capacity:** Demonstrate a minimum capacity in its programming, organizational development and vision; for example, financial capacity, functioning board, competent staff and volunteers, programming and delivery skills such that the NGO can benefit from the capacity building. Sufficient time to give to the learning process therefore not overloaded with contracts.

**Ineligibility:** NGOs not eligible for this program include:

- NGOs with a political identity.
- NGOs supported by similar capacity building projects.
- NGOs not democratically operated.

**Contractual arrangement:**

- The NGO must be willing and able to enter into a contractual arrangement with CNGO to work together to design and implement the CNGO program.

Affirmative action was applied, with some criteria relaxed to enable women, Dalit or ethnic based NGOs to continue in the selection process. For the final selection, they were required to be at a level able to benefit from the program and serve their communities.

The participating NGO must work with CNGO to ensure DDC/VDC support for the partnership.

The Partnership Agreement outlines the mutual obligations of CNGO and the NGO to participate in training design and delivery, collaborate with CNGO staff, and participate in all learning events. The NGOs agree to become trainers, technical advisors and resources for gender responsive NGO/CBO/Local government capacity building (Gender Resource Organizations).

Next, an evaluation matrix for scoring the NGOs at each phase was designed. Based on the above consideration the following criteria were developed:

SN	Criteria	Comment	Means of verification
1	Fulfillment of Preconditions (meet eligibility criteria)	Complete all assignments All documents and information are attached (exception in the case of women/Dalit NGOs)	Completion of profile form and other assignments
2	Democratic Form and Operation	Regular Meetings, Elected and functional Board, Up-to-date Audit, Group effort, Non-political (no political image), Not a manipulated NGO (i.e. family NGO or one person NGO).	Information provided in the form, interaction at workshop, visit
3	Priority NGO (Women, Dalit, ethnic)	Women/Dalit/ethnic NGOs, Male dominated NGOs must have active women members at board level	Documents, interaction and visit
4	Quality of participation and demonstrated commitment in the workshop	Interested, Contributing, Willingness to learn, Potential to grow, Not fund driven	Observation during the 2nd workshop, visit
5	Working Experience	Experience of community development activities, working experience on group approach and local resource mobilization, not over loaded with contracted programs.	Documents, Interaction, visit and assignments given
6	Gender experience	Gender Training attended, Gender related program implemented	Documents, Interaction, visit and assignments given
7	Linkage and Exposure	Linkage with VDC/DDC, linkage with other Agencies/Donors, Out of the District Exposure, not over loaded with funding by other donors	Documents, Interaction, visit and assignments given
8	Track record and organizational development status	Reputation as committed NGO, No political image, Financial credibility.	Consultation with other agencies with whom they have working relationship
9	Other considerations	Not "consultant" or contractor orientation, Demonstrate voluntarism, Activist nature, In the case of women and Dalit NGO at minimum a functional organization with potential to grow	Documents, Interaction, professional feedback from others, visit

The different criteria were used at various phases of the short-listing process. For the first round of selection, criteria 1 through 6 were used. After the workshop, the other criteria were applied and if required the previous criteria were also reconsidered depending upon the availability of new information about the NGO. NGOs not fulfilling the preconditions and not satisfactory at the second criteria (Democratic form and operation) were disqualified from the selection process.

### ***b) Orientation Phase***

Once these criteria were finalized, local resource people were contracted in each district to compile a list of the active NGOs, and disseminate information about the project and the eligibility criteria. A date was set for the orientation meeting in each district, and all NGOs who felt they met the eligibility criteria were encouraged to attend.

The purpose of the orientation meeting was to publicly introduce the CNGO program to the district authorities and NGOs, and to orient the NGOs on the selection process. The objectives of this one-day orientation meeting were:

- To publicly announce the inception of the CNGO project in the district.
- To disseminate program information to the district authorities and NGOs.
- To highlight the potential role and responsibility of NGOs to promote gender concepts within the district through the capacity building of NGOs.
- To introduce the NGO selection process to the NGOs and invite them to participate in the process.

The orientation meeting was conducted in two parts. In the first part, the District officials including the CDO, DDC chair and other line agency officials were invited. The DDC chair attended the program as chief guest. The CDO and Mayor of the district headquarter municipality were also invited as guest speakers to highlight the role and importance of the program. This part of the meeting legitimized the project and the NGO selection process within the district.

The NGO participants attended the second part of the program, which focused on the role of NGOs in promoting local development and the capacity building needs of NGOs. The NGO selection process was discussed including the eligibility criteria and assignments to be completed by the NGOs interested in applying. The participants were also asked to write a brief reflection paper about the role and need of 'gender balanced development'. The participants discussed the role of a capable NGO and its importance in local development.

This process helped in assessing the overall capacity and maturity of the NGO community in the district.

**Post-orientation assignment** NGOs interested in becoming CNGO partners were requested to complete an organizational profile (Appendix A) and a Program Description (Appendix B), and send it with their legal documents. The NGOs were also required to pass a resolution at their executive board meeting confirming their interest to participate in the CNGO NGO selection process and become CNGO partners. The local contact person followed up with NGOs to collect their documents and forward them to CNGO for short listing. Documentation therefore included:

- Legal documents such as NGO registration, SWC registration
- Executive Board minutes of resolution to enter the application process and if selected, to participate in the CNGO project
- Organization profile form
- Program Description

### ***c) Application Phase***

**First short-listing** The following criteria were applied in accepting the application from the NGOs, after the one day orientation workshop:

- Completed one year of programming
- Up-to-date renewal at CDO

There were some exceptions in the criteria to allow women NGOs (first priority), and Dalit and ethnic NGOs to participate in the process, a positive deviance or affirmative action.

The screening was mainly done on the following basis:

- Fulfillment of preconditions and completion of the organizational profile form on time.
- Democratic form and operation of the NGO.
- Gender Experience
- Working experience
- Linkage and exposure

Applications were reviewed, and NGOs were assigned scores based on the documentation received (Score sheet in Appendix C).

Five NGOs with the top scores were selected from each district in the west/terai cluster, and fifteen NGOs in Kaski, to progress to the next phase of selection.

#### ***d) Workshop***

The five selected NGOs from the west/terai clusters were invited to send their representatives (one male and one female in the case of mixed NGOs) to attend a three day workshop (in the west cluster) on gender and organizational development. In the second selection round for the terai cluster, the workshop was four days, to ensure sufficient time.

The workshop was organized with two purposes: first, to introduce the concepts of gender, organizational development, and capacity building of NGOs; second, to enable a first hand assessment of the attitude, interest and commitment of the participants and their respective organization towards the developmental role of NGOs in general and specifically gender. The workshop was thus designed to give CNGO an opportunity to interact with organizations over several days to gain an inside perspective. The objectives of the workshop were as follows:

- To sensitize participants on the need and importance of capacity building for the effective performance of NGOs.
- To provide an orientation to the participants on gender concepts and organizational development.
- To sensitize participants on the concept of organizational assessment and its relevance in capacity building of the organization.
- To provide the facilitators an opportunity to understand the level of enabling environment, attitude, interest and commitment of the organizations to the CNGO project objectives.

The workshop followed a participatory approach through small group discussions, individual assignments, role-play, presentations and management games. The discussions were made simple and relevant to the local context of the participants to facilitate their understanding of the content. A 'known to unknown approach' was used in the workshop, targeting the knowledge and attitude level of the participants. Individual participants were encouraged to participate in the process and motivated to take the lead in the presentations.

The participants were asked to take the lead, develop a daily report and evaluate the day, in rotation. This was done not only to make the participants involved in the workshop management but also to enhance their leadership capabilities.

The participants were asked to reflect on the content, process, methodology and facilitation of the workshop at the end of each day through formal and informal methods of evaluation. A final evaluation of the workshop was also conducted. The evenings were utilized for socialization and informal interaction among the participants and facilitators.

The workshop content:

Development concept	<ul style="list-style-type: none"> <li>• What, why, whom, how?</li> <li>• Development process and condition in Nepal</li> <li>• Different steps of development</li> <li>• Role of NGOs in local development</li> </ul>
Gender and Development	<ul style="list-style-type: none"> <li>• What is gender?</li> <li>• Gender roles</li> <li>• Gender discrimination</li> <li>• Role of NGO in gender equality</li> </ul>
Social development organization	<ul style="list-style-type: none"> <li>• Life cycle of an organization</li> <li>• NGO image</li> <li>• Concept of organizational capacity building</li> <li>• SWOT analysis</li> </ul>
Preparation of criteria for NGO field visit	<ul style="list-style-type: none"> <li>• See Appendix D</li> </ul>

During the workshop, participants designed a checklist for the field visit, so that they were all aware of and agreed with the approach to be taken by CNGO when visiting their organizations and working areas. (Appendix D)

At the end of the workshop, NGOs were assessed and ranked by the consultant team, based on a more in-depth review of the selection criteria. Additional criteria considered were the appropriateness of the decision on who to send to the workshop (such as the quality of their participation and their attitude/commitment - participatory, gender –sensitivity, voluntary spirit, etc), and new information conveyed by participants about their organization. Three NGOs were short-listed for field visits.

**Alternative approach implemented in Kaski:** The workshop with NGO representatives was not held in Kaski, and instead more time was spent with each of the fifteen NGOs selected after the first phase to directly assess their capacity and motivation.

The workshop phase was especially useful in districts with less experience in NGO development and gender concepts, while Kaski has a strong and mature NGO environment.

#### *e) Field Visit*

The main purpose of the field visit was to have a close view of the work of the organization and to assess their reputation at district as well as at community level. On site interaction provided a clearer picture of the internal dynamics and state of the organization for a realistic assessment. The field visit checklist was fine-tuned and then used during the visit. About two days per NGO was allocated for the field visit stage.

The consultants held meetings with the officials and members of the organization at their office. They visited the working areas of the NGOs to meet the community people, and also consulted with funding agencies and program partners.

Three NGOs were selected from each district from the west/terai clusters for the field visit. In Kaski, fifteen NGOs were visited.

#### *f) Final Selection*

All information was considered in the final selection of the NGOs. The team reviewed all documentation, and rated their observations based on the field visit and feedback from the community and other partners of the NGO. The NGOs were ranked and assigned a score. The following criteria were considered during the final selection:

- Review of the previous criteria
- Working experience
- Linkage and exposure
- Track record and organizational development status
- Priority NGO (women, Dalit, ethnic)
- Geographical coverage of district
- Representation of ethnic communities
- Potential to work as “trainers” and as a Gender Resource Organization

Two NGOs were selected as partners in each of the west/terai cluster districts to be gender resource organizations. Six NGOs were selected in Kaski, with the understanding that later two of them would be selected for more intense support for the role of gender resource organization.

#### **4. Partnership Agreement**

A Partnership Agreement was signed with each of the NGOs that agreed to partner with CNGO. The Agreement emphasized the duties and responsibilities of both partners – the NGO and CNGO. The Agreement was shared with the NGOs prior to signing so that they could become familiar with the terms and conditions, and decide whether they were certain about entering the agreement for the three year period. Especially important was their commitment to serve as Gender Resource Organizations after the partnership ended. Appendix E contains a copy of the Partnership Agreement.

#### **5. Lessons Learned**

There are several insights into the NGO selection process to share.

- 1) The intent of CNGO is to foster collaboration on a common vision of gender and social equality, and strengthen the voice of civil society for good development. By virtue of the selection process, CNGO was setting up a potentially divisive atmosphere, as the NGOs competed to become partners. In practice, the NGO community in several districts was already divided and competitive, with NGOs accusing others of bad practice and trying to influence the selection process toward their own organizations. This negative environment created a difficult challenge for CNGO. On the other hand, in some districts a cooperative spirit among NGOs prevailed, despite the competitive necessity of the CNGO selection process.
- 2) Some NGOs are dominated by family relations and not run as democratic, transparent organizations. These types of NGOs are established to gather contracts and function as employment agencies for family and friends of the dominant person(s) in the organization. CNGO had to understand the internal NGO dynamic, as these NGOs could be sophisticated in marketing their organization to donors. Therefore sufficient time in the selection process is needed to penetrate the internal motivation of the NGO and its key people.
- 3) NGOs that tended to be interested in contract delivery often chose not to participate any further in the CNGO selection process, as CNGO clearly stated in the orientation meeting that it is a capacity building project rather than a program delivery project. This helped to separate the NGOs committed to capacity building from those wanting program funding. However, it also eliminated some of the stronger and more established NGOs in some districts. Therefore the NGOs that were selected had less experience and organisational maturity, and required more capacity building intervention than expected. And they never gave up asking for funding and other resources during the Partnership, although many were able to reflect that the capacity building has given them the skills and tools for sustainability while project funding comes and goes.
- 4) Some NGOs had a variety of donor partners and therefore little time to participate in the CNGO program. Other NGOs had few or no donors and therefore more time but less experience. In the trade-off between baseline capacity and time available, CNGO opted on balance for NGOs with time to learn and the potential to grow into capable gender resource organizations.

- 5) The success of any capacity building process is based on the commitment, motivation and willingness of the NGOs. They must feel ownership of their own growth and development, and for CNGO purposes, a deep commitment to gender equality. To build that ownership and consensus among partners for the process and outcome takes time and effort from both sides. The selection process is of necessity short and the pool of eligible NGOs is limited, therefore there was a risk that the NGOs selected by CNGO would not live up to their Agreement.
- 6) CNGO offered NGOs a capacity building opportunity through a process that “selected” them and which may have created a perception that they were as “winners” in a competition. CNGO worked to create the perception that the PNGOs had choices to make on whether they wished to engage with CNGO or not, so that the process was a two way dialogue and selection. However, as the donor, CNGO had the resources and power in the relationship.
- 7) The selection process was intense yet there was still an opportunistic aspect of trying to gain something from CNGO without commitment to change on their part among some of the NGOs that were selected. This is difficult to avoid. And although more time to interact with NGOs may have provided deeper insight, in a project with limited time duration, this was not easily done.
- 8) CNGO targeted to select 30% women’s NGOs (established and operated by women, although some in this category also had male members and advisors). However in all districts the number (pool) of women’s NGOs was less than mixed NGOs, and they tended to have less organizational experience and opportunities. In the far west, our target for women’s NGOs resulted in choosing NGOs that had very little experience or were “sleeping”. They had faced discrimination and ridicule as women’s NGOs, and had become passive until CNGO intervened. If CNGO had not practiced affirmative action, women’s NGOs could be left even further behind the male-dominated NGOs. And women’s NGOs tend to have a stronger commitment to the cause of gender equality.
- 9) During the selection process, in mid-2000, Nepal was coming to realize the depth of the insurrection, especially in some of the mid-west districts. After selecting Surkhet as one of the working districts, CNGO consciously sought NGOs from the district headquarters rather than more remote VDCs, where the risks for project implementation were much higher. Security was a significant factor in selecting Kaski later in the process, in order to ensure that the capacity building cycle could be completed. A capacity building project demands that staff external to the district be allowed to work with the NGO; it is not a case of sending funds and relying on the NGO to implement as best it can. In the current security situation, local capacity is essential for delivering services to community people yet capacity is often just what is lacking.
- 10) CNGO engaged with the DDC and Line Agency officials during the district selection phase, and formally invited them to perform formal roles and give speeches in the orientation meeting. In all cases, the officials were supportive and encouraged the NGOs to apply to the project, and to become capable NGOs doing good work in the district. They were not invited to participate in the selection process itself in order to ensure transparency. There were in fact several instances of officials seeking special consideration for their favourite NGOs.
- 11) When the capacity building process was underway in the six districts, the CNGO team reflected that had we selected more NGOs initially in each district and worked together over the year, then we would have a deep understanding of their motivation. Then later a second selection among these NGOs could be done to identify those capable and committed to become Gender Resource Organizations. This may have provided more flexibility to CNGO in motivating the NGOs. As it was, if an NGO did not live up to its Partnership Agreement, CNGO was reluctant to terminate the Agreement, since that left only one NGO with Gender Resource Organization potential in the district. Therefore, in Kaski, six NGOs were selected, and later two were identified for more intensive support to be a GRO.
- 12) The main purpose of CNGO is to contribute to gender equality. NGO selection was an important step to that end, and if the NGO only paid lip service to equality (as many do) then they would not be the right partner for CNGO. Those selected to become GROs were making a serious commitment on a

difficult issue that challenged power relations and deep cultural norms. Internalizing gender equality personally and organizationally is needed before they can aspire to be a Gender Resource Organization. Yet during the selection process, CNGO had to make assessments of the potential and willingness for personal and organizational change, since such an NGO was not likely to exist. If it had, then CNGO was not likely needed. This required the selection team to have a good understanding of gender concepts and analysis.

- 13) During each step of the selection process, the criteria were applied against the new data collected. As the pool of eligible NGOs narrowed, the process became more difficult. Each NGO had its strengths and weaknesses, and weighing and making the trade-offs was not easy.
- 14) Explaining the process and criteria at each phase was important to maintain the transparency of the process, and to keep the NGOs and other stakeholders satisfied that the most appropriate NGOs were selected. Since the Gender Resource Organization role is to serve other organizations, the selected NGOs needed the support of other NGOs and stakeholders in the district.

# APPENDICES

## Appendix A: Organizational Profile

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**1 Name of Organization:**  
; :yfsf] gfd

**2 Background of Organisation:**  
; :yfsf]k[7eld M

**3 Registration:**  
/hi6kM

- a. AT CDO's office: Registration No:..... Date:.....  
lhlnf kzf; g sf0fo btf{gM ldt M
- b. SWC: Registration No:..... Date:.....  
; dfh sllof0f kl/ifb btf{gM ldt M
- d. Recent renewal date:.....  
kl5Nnf]k6s glj s/0f u/\$f]ldt M
- e. Last date of general assembly held:.....  
kl5Nnf]k6s ; fw/0f ; ef j ; \$f]ldt M

**4 Membership:**  
; b:otfM

- a. General Members: Male..... Female .... Total.....  
; fw/0f ; b:ox? k?if M dlxnfM hDdf M
- b. Executive Members: Male..... Female ..... Total.....  
sfo\$fl ; b:ox? k?if M dlxnfM hDdf M

**5 Composition of Executive Committee:**  
sfo\$fl ; ldtsf]agj 6

SN qm; +	Name gfd	Position k0	Education lzlff	Total years of experience in development work. ljsf; sfo\$fl hDdf cg0j	Other experience c0o cg0j
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

**6 Paid staff:**  
 tnal sdf/l

SN qm; +	Name gfd	Position kb	Education lzlf	Training received kft u/\$]tflnd	Responsibilities held in organization lhdaj/lx?
1					
2					
3					
4					
5					
6					
7					

**7 Brief Introduction of Program**  
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- a. Organisational objectives  
; yfs]p2ox?
- b. Name of the program/activities being implemented  
xfn ; #nlt sfoqdx?
- c. Objectives of the program  
sfo\$dsf]p2ox?
- d. Accomplishments  
; kfbg ul/Psf sfoqdx?
- e. Target groups of the organisation  
; yfs]nllft ; dx
- f. Working areas of organization  
; yfs]sfo{lfd

**8 Past experience in implementing community development activities**  
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SN qm; +	Name of the program/activities sfoqdsf]gfdx?	Implementation period ; #fng u/\$]cjlw . ldt	Location of implemented program sfo\$ ; #fng u/\$] 7.p	Target Beneficiaries nfeffj t ju\$] k\$ /	Nos. of Beneficiaries nfeffj t ; wof
1					
2					
3					

**9 Donor supported activities:**

bft[: ;yfaf6 ; xofqj klfkt sfoqndx?

SN qm; +	Name of the donors bft[: ;yfsf]gfd	Project kl/ofhgf	Project area kl/ofhgf lfg	Project duration kl/ofhgf cjlw	Budget /sd
1					
2					
3					
4					
5					
6					
7					

**10 Description of the Organization's internal resources**

; yfsf]cftt/s ; ftx?sf]jj /of

- a. Membership fees: .....  
; b:otf zlls
- b. Donation, Charity:.....  
cgbfg, ; xfotf
- c. Income generation activities: .....  
cfo cfhg sfoqndx?
- d. Others:.....  
cfo

**11 Fixed assets of the organization**

; yfsf]crn ; DklQ

- a. Land (area).....  
elb . hluf -lfgkm\_
- b. Equipment.....  
; fdull-pks/of\_
- c. Own building/ rented house (nos. of rooms).....  
3/ gllh cyj f ef8fsf]-sf7f ; wof\_
- d. Vehicles/motorcycles (types and nos.).....  
; jf/l ; fwg -k\$ / / ; wof\_
- e. Others.....  
cfo

**12 Training received**

tflnd lnPsf]

SN S= ; +	Type of training tflndsflgfd	Organizer cfofhs	Duration cjlw	slkmt Remarks
1				
2				
3				
4				
5				

**13 Training delivered**  
 tflnd lbPsf]

SN S= ; +	Type of training tflnds]gfd	Organizer cfo]hs	Duration c]lw	sjknt Remarks
1				
2				
3				
4				
5				

**14 Organization's banking information**  
 ; :yfs]a\$ ; DaGwl hfgsf/l

SN qm; +	Type of account vftsf]k\$ /	Account no. vftf ga/	Name of the Bank and address a\$]sf]gfd / 7]hgf	Names of signing authorities and position vftf ; #ing ug] ?sf]gfd / kb
1				
2				

## Appendix B: Description of Implemented Program

**Name of the organization:**

**Members/staff involved in the program:**

**Date:**

**Describe one of the currently implemented programs of your organization in the following format:**

1. Title of the program
2. Objectives
3. Background of the program
4. Rationale for implementing this program
5. What were the problems?
6. What were your strategies to address these problems?
7. Give a brief explanation of your implementation strategies
8. Who are your targeted groups or stakeholders?
9. Give a brief description of community people with whom you work
10. What were your expected outcomes?
11. What are the major achievements due to this program?
12. What did you learn the most from this program?
13. What would you suggest to change if this program is to be replicated in another place?

## Appendix C: NGO Initial Assessment Scoring Form

Sn. #	Criteria	Indicators	Comments	Score	Means of Verification
1	Fulfillment of preconditions	-Constitution. -Registered and latest renewal of organization. -Auditing report. -Financial experience. -Submission of NGO profile -Submission of introduction of one of the program activities in the set format. -Letter of interest and minutes of decision to participate in the CNGO program. -Name list of previous and present Executive Committee members.			Completion and submission of required information to fulfill preconditions.
2	Democratic form and operation	-Composition of Executive Committee members (i.e. family dominated, one person dominated, ratio of W/M, ethnicity, and caste). -Previous annual report. -Planning document. -Evidence of annual general meeting last held. -Analysis of composition of Board and general members.			Information provided in the submitted documents and observation.

Sn. #	Criteria	Indicators	Comments	Score	Means of Verification
3	Priority NGOs (Women, ethnic, and dalit)	-Women -Ethnic group -Dalit -Mixed NGO (i.e. W/M) -Caste and ethnicity.			Information provided in the submitted documents and observation.
4	Linkages and exposure	GOs, NGOs, INGOs, DDC, VDCs, CBOs/Communities, and Municipalities			Information provided in the submitted documents.
5	Working experiences	-Year of NGO operation. -Program implementation. -Qualification and experience of Executive Committee members and staffs. -Geographical coverage of program. -Documentation and development of annual report.			Information provided in the submitted documents, interaction and observation.
6	Gender experience.	Paid staff (Women and men) Position held by women. Gender integration in programs. Gender responsive training received and delivered. Volunteers (Women and Men)			Information provided in the submitted documents.
		<b>Total</b>			

## Appendix D: Field Visit Check List

1. Meet and interact with members of the organization.
2. Visit the office of the organization and meet the executive and other members. Specially, meet the president, vice-president, secretary and treasurer.
3. Discuss options for the field site and select a sit to visit.
4. Points for observation in the organization:
  - Whether organizational principles, rules and regulations are maintained
  - How the office is maintained and its physical appearance
  - Attendance of the members
  - Actions/behaviour of the leadership
  - Environment of participation by the executive and other members
  - Whether its policy, regulations and by laws are conducive toward the successful attainment of its objectives.
5. Whether decisions are made by democratic process in the organization in:
  - Financial and administrative matters
  - Management of routine office work
6. Consider the following aspects:
  - Participation of male and female members in managing the activities
  - What types of people are included in the program activities
  - Position of women on executive committee
  - Nature of coordination with the DDC
  - Efforts made by the organization for the advancement of males and females up to now
  - Procedures adopted by the organization to involve members and in appointing office staff, and whether basic policies have been established

- 
- How administrative and financial procedures are carried out
  - Professional efficiency and learning by the members of the organization
  - Spirit of maintaining the code of conduct by members
  - Scope of opportunity offered to the members and office staff to improve their efficiency
  - Nature of differences/conflicts arising in the organization and efforts made to solve such differences
  - Nature of authorization of charges and responsibilities and also division of responsibilities
  - Amount of experience gained by the organization internally and also from other organizations
  - Who takes the main responsibility in handling the programs undertaken by the organization
7. What type of NGO?
- Pocket
  - Hand bag
  - Party sponsored
  - Community based organization
  - Responsible NGO
8. Activities implemented in the field site:
- Relation with community
  - Community's view towards the NGO
  - Impression and impact created by its activities
9. Relations between the organization and the community:
- What program was launched by the organization in the community?
  - How was the community's participation arranged by the organization, in particular did the program have clear objectives?
  - What benefit did the community derive from such activity and what did it learn from it?
  - Among the male and female members of the community, who benefited most from the program?
  - What is the out-look and impression of the community towards the organization?

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**Appendix E: Partnership Agreement**

COOPERATION AGREEMENT

BETWEEN

Canada-Nepal Gender in Organizations Project  
(CNGO)

AND

.....

CONCERNING

Implementation of Gender Integrated Capacity Building  
Plan

## COOPERATION AGREEMENT

### BETWEEN

SALASAN as the Canadian Executing Agency for the Canada-Nepal Gender in Organizations (CNGO) Project, legally represented in this matter by the Project Manager, hereinafter referred to as **CNGO**.

### AND

..... with official address ..... having registration no. ...., registered at District Administration Office, and Social Welfare Council affiliation #..... on ....., and legally represented in this matter by ....., (position)....., hereinafter referred to as **'Participant NGO (PNGO)'**

### CONCERNING

Technical assistance to ..... (PNGO) for the purpose of building its capacity as a *gender resource organization* through the implementation of the Gender Integrated Capacity Building Plan (GICBP) developed with support from CNGO.

## 1. OVERALL SCOPE OF THIS AGREEMENT

..... (PNGO) is committed to developing itself into a *gender resource organization* specializing in gender integrated organizational development and gender integrated community development in the district and has expressed its willingness to participate in the Gender Integrated Capacity Building Program of CNGO.

CNGO, in keeping with its goal to promote good governance and the transition to greater gender equality between women and men in Nepal, is committed to provide capacity building support to ..... to enable it to achieve its vision of serving as a *gender resource organization*.

The scope of CNGO gender integrated capacity building support encompasses the following areas:

- Strengthening members' personal growth and group growth in gender awareness as the foundation for gender integrated organizational development;
- Strengthening gender integrated organizational development to contribute to the sustainability of PNGO;
- Strengthening skills in gender integrated programming and participatory development;
- Strengthening skills and supporting its ability to train and support other NGOs, CBOs, Line Agencies, DDC and VDCs in gender integrated organizational development and gender integrated community development.

## 2. UNDERLYING PRINCIPLES OF PARTNERSHIP

### 2.1 Objective of partnership

The objective of partnership between CNGO and PNGO is to *contribute to the transition to greater equality between women and men in Nepal and good governance*.

### 2.2 Guiding Principles of Partnerships

Our joint endeavor to realize the common objective of partnership is guided by the following

principles. We understand that partnership building is an ongoing and incremental process and, as partners, we pledge to:

- understand each other's position to prevent misunderstanding.
- seek opportunities to learn from each other and respect each other's expertise.
- commit jointly to excellence and improvement.
- commit to transparency and information sharing to facilitate decision making and to avoid conflicts.
- commit to solving problems together through mutual consultation and dialogue.
- jointly define roles and standards and agree to respect them.
- be jointly responsible for results.

### 3. GENERAL

#### 3.1 Duration of this Agreement

The duration of this Agreement shall be for ...three years..... effective from August XX 2000..... till August 31, 2003..... and is subject to Annual Workplan Reviews.

#### 3.2 Responsible Persons

For the execution of this Agreement ....., Central / Far-western Regional Coordinator shall be the responsible person on behalf of CNGO and .....(Name)....., .....(Designation) shall be the responsible person on behalf of .....(NGO). In case that either CNGO or ..... (PNGO) transfer the responsibility related to this Agreement to another staff member, each party shall inform the other of the same immediately.

All official correspondence regarding the execution of this Agreement shall be addressed to the above mentioned responsible persons.

### 4. IMPLEMENTATION OF GENDER INTEGRATED CAPACITY BUILDING PLAN

CNGO supported and facilitated a PNGO organizational assessment which was carried out to:

1. establish a mutually agreed upon baseline with key indicators of the PNGO's strengths and weaknesses at the beginning of the partnership;
2. draw up a plan for gender integrated capacity building.
3. identify areas of support to be provided by CNGO to enable PNGO to become a *gender resource organization*;
4. identify areas which are to be strengthened by the internal resources of the PNGO as well as other external resources (not CNGO); and
5. provide information on which to jointly monitor the effects of support provided by CNGO to the PNGO on an annual basis over the duration of the Agreement. This will include annual follow-up organizational assessment reviews.

The organizational assessment has resulted in the elaboration of a Gender Integrated Capacity Building Plan (GICBP) by the PNGO. The PNGO commits itself to implement the Gender Integrated Capacity Building Plan (GICBP), with technical and training assistance from CNGO and other as yet unnamed external resources.

A detailed annual workplan will be developed jointly with CNGO and PNGO, outlining results to be achieved and schedules of the CNGO support activities.

### 5. CONTRIBUTIONS

#### 5.1 Contribution by CNGO

The contribution of resources on the part of CNGO, as laid down in and committed in the GICBP shall be limited to providing:

- I. formal training courses, workshops and seminars for members and staff of PNGO;
- II. on-site and long distance support and coaching in the implementation of knowledge and skills acquired during the training courses;
- III. advisory support by the Technical Advisors of CNGO;
- IV. exposure visits for mutual sharing and learning

CNGO, in consultation with PNGO, shall schedule the organizational strengthening activities to be provided under this agreement.

Based on experiences gained in implementing the plan during the first year, CNGO and PNGO may make amendments to incorporate innovative approaches in the delivery of capacity building services for subsequent years.

## **5.2 Contribution by the PNGO**

Keeping in the spirit of our partnership, the PNGO shall be expected to contribute, either in the form of a financial contribution or by contributing other resources, to the implementation of the Plan, particularly in areas identified as “internal”. The specific contribution of PNGO resources for the implementation of the CNGO sponsored assistance, as laid down in and committed for by the PNGO in the GICBP shall be limited to:

- nomination of suitable personnel to participate in the formal training courses and related capacity building interventions sponsored by CNGO;
- transfer of learned skills and knowledge into development and operationalization of gender integrated policies, systems and procedures within the organization;
- implementation of activities through its own resources, both financial and others, as laid down in the GICBP as the PNGO contributions.

In addition, the PNGO commits to:

- promoting linkages and networking among NGOs in the district and between NGOs and local authorities;
- transferring knowledge and skills to other NGOs, CBOs, DDC and VDC in its role as a *gender resource organization*.

## **6. REPORTING AND MONITORING**

### **6.1 Progress reports**

The PNGO shall submit quarterly progress reports to CNGO on results achieved in the implementation of GICBP during the reporting period. Reporting shall be drawn up in accordance with formats mutually agreed by PNGO and CNGO.

### **6.2 Review meetings**

A review meeting jointly organized by the PNGO and CNGO shall be held upon the submission of the progress report to review the achievements. If deemed necessary other related partners may be involved in this review meeting. CNGO shall provide all necessary support to ensure that this review meeting is successfully utilized for the benefit of both parties.

On an annual basis, PNGO will organize with CNGO a self-assessment review to monitor its progress toward the intended results.

### **6.3 Monitoring and supervision**

CNGO shall supervise and/or monitor the activities carried out by the PNGO and supported by the CNGO through field visits or periodic meetings with the PNGO under the terms of this Agreement. PNGO agrees to cooperate with CIDA as the funding agency, with the right to monitor PNGO activities and results.

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## **7. SUSPENSION OR TERMINATION OF AGREEMENT**

### **7.1 Voluntary termination**

Either party may voluntarily terminate this Agreement at any time by giving a three months notice period in advance to the other party in writing.

### **7.2 Suspension of activities**

CNGO reserves the right to immediately suspend the technical assistance with the PNGO in specific cases as given below in this article for a period of up to three (3) months. A continuation of the suspension or termination of this Agreement by CNGO shall be subject to the PNGO clarifying its stand on the issue in question. Depending on the PNGO's clarification, the suspension may be lifted. It is the PNGO's responsibility to react at its earliest convenience. CNGO shall suspend technical assistance if:

- a. irregularities, like reporting of activities not implemented or financial irregularities, are discovered in the plan implementation and follow up activities agreed during the training courses and on-site coaching.
- b. The PNGO after receiving suggestions for taking corrective measures for improvements from CNGO, does not improve its performance.
- c. The PNGO is unable or unwilling to work toward the vision of becoming a *gender resource organization*.
- d. Non-compliance to the terms and conditions of this Agreement.

### **7.3 Termination due to unforeseen circumstances**

In case of natural calamities, political and/or social circumstances, which affect the smooth running of the technical assistance activities, CNGO may suspend this Agreement. In such cases, CNGO shall instruct the PNGO in writing that CNGO is not able to support any activities from the date of notification. After three months, the situation shall be reassessed and analyzed jointly by both parties. This Agreement shall have to be terminated if the situation leads to an unfavorable working condition to carry out activities.

### **7.4 Discontinuation**

In case that CNGO itself shall not be allowed to continue for whatsoever reason, this Agreement shall become automatically null and void and the PNGO will be immediately informed in writing.

### **7.5 Mutual consultation**

If this Agreement is to be terminated due to whatsoever reason, mutual consultations shall take place between CNGO and the PNGO prior to effecting the termination.

## **8. FINAL PROVISION**

### **8.1 Liability of CNGO/SALASAN**

SALASAN as the Canadian Executing Agency for the CNGO Project shall not be liable for the consequences of any act or omission, whether or not intentional or as a result of gross negligence, on the part of the PNGO.

### **8.2 Amendments to the Agreement**

Amendments in addition to this Agreement shall take effect only if both parties agree in writing. Any matters that are not covered by this Agreement will be settled by amendments to this Agreement as explained here above.

### **8.3 Extension of the Agreement**

The PNGO shall not make any automatic claim for an extension of this Agreement upon the termination of this Agreement. CNGO shall not in any way be obliged to continue the co-operation as entered by this Agreement upon the termination of this Agreement.

The undersigned, being duly authorized by their respective agencies, have signed this Agreement.

Signed in duplicate in ..... on ....., 2000.

On behalf of  
..... (PNGO)

On behalf  
Canada Nepal Gender in Organizations  
(CNGO)

.....  
President

.....  
Project Manager

.....  
Secretary

Official Seal

Official Seal

**ANNEXES:**

Annex I: Gender Integrated Capacity  
Building Plan-2000

Annex II: Progress Reporting Format