
Canada Nepal Gender in Organizations (CNGO) Project

Part I: District Selection

**Part II: Recommendation of
districts in the 1st cluster -
Far and Mid-West Regions**

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Part I: District Selection

**Part II: Recommendation of districts in the first cluster –
Far and Mid-West Regions**

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Part I - District Selection

1. Introduction

CNGO is a four year joint project of the Government of Canada and His Majesty's Government of Nepal. The major outcome of the project is the development of twelve to fifteen highly capable Gender Resource Organizations in selected Districts. In order to implement this work, the first activity of the project was a careful and transparent analysis of the Districts so that there is a solid basis for selection of the Districts in which the project will work.

The selection process was difficult as the need for gender skills covers all Districts. From a rapid appraisal of donor activity, HMG programs and INGO/NGO work, it is clear that the capacity for gender organizational development, gender programming and gender training is strongest surrounding Kathmandu and more limited in other parts of the country.

In addition, criteria to select the Districts must capture the complexity of different needs and different contexts. Gender work is challenging in the terai districts for example due to conservative attitudes, and therefore a different approach would be required than in the eastern mountain districts where women are considered relatively more equal partners with men (compared to other Districts). However gender work is also needed in the mountains to ensure continued progress in access to services for example.

Furthermore, detailed data collection, field visits and analysis of each of the 75 Districts is an unrealistic allocation of project time and resources, therefore it was necessary to make critical judgements about District selection. Through careful assessment of the important factors for project impact and success, a number of criteria were developed to eliminate from further consideration a large number of the Districts. These criteria are outlined in this report, and the outcome of the elimination process for paring down the number of Districts for further analysis.

The process results in the selection of 19 Districts that were assessed in greater detail in the next phase of the assessment process.

Process Summary

The first phase of the District selection process began with the preliminary screening to reduce the number of Districts because they do not meet CNGO criteria and therefore do not require more detailed analysis. Then, Districts are grouped into clusters in order to optimize project resources and impact, resulting in the selection of 19 Districts.

The clusters are prioritized to begin the process of detailed analysis through field visits.

Not all Districts that at this stage are included in a cluster will be selected. Field visits were made to the Districts in the first cluster to gather more detailed data for final District selection and three Districts chosen per cluster. The results of the final selection for cluster 1 form Part II of this report and illustrate the criteria and process used for cluster 2 selection in the terai.

At a later date, the project will assess its capacity to include additional Districts, depending on resources and time remaining. This may entail selecting a fourth cluster. Alternatively a District not chosen during this selection process from one of the clusters could be added. A third option is to select a District located near or next to one of the clusters. However, it is unlikely that additional Districts will be accommodated in the project.

2. Selection Criteria

With 75 Districts to choose among, it was necessary to develop criteria to begin to eliminate Districts from further consideration. Therefore, Districts were eliminated if they do not have an enabling political environment, reasonable accessibility from Kathmandu, and a minimum of ten community development or

women's NGOs within the District. In addition, those that already have a similar NGO capacity building project in the District, or fall in the top third of the Women's Empowerment Index and Poverty and Deprivation Index were eliminated. Districts too close to Kathmandu were also ineligible.

Criteria 1: Enabling political environment for CNGO

For CNGO to work effectively, conditions must be appropriate for field staff, contractors and monitors. Therefore Districts where the project cannot ensure the well-being of staff are eliminated.

The fourteen Districts where the project could not work effectively are Jajarkot, Rukum, Rolpa, Salyan, Kalikot, and Dolpa. Also affected more recently are Jumla, Dailekh, Bardiya, Rasuwa, Sindhupalchok, Dolakha, Sindhuli and Udayapur. These latter Districts will be monitored and may be reconsidered on a case by case basis.

Criteria 2: District accessible by road, exceptional case air only accessible

The project resources to support gender capacity building will serve a greater impact more efficiently if Districts accessible by road or frequent air service are selected. Districts accessed by walking only will draw on resources more heavily.

The five Districts that are eliminated on the basis of remoteness / inaccessibility are Darchula, Bajhang, Bajura, Humla, and Mugu.

Criteria 3: Minimum of ten active community development or women's NGOs

The project aims to develop gender resource organizations that can meet the needs of other NGOs, CBOs, User Groups, Cooperatives, etc for gender training and capacity building. Therefore the Districts that the project selects should have a sufficient number of capable NGOs for selection of participant NGOs and in addition, a sufficient base of civil society organizations for them to support. Data on this criteria are sketchy, however using the Social Welfare Council database of affiliated NGOs as an indicator of NGO quantity and capacity, a number of Districts with less than ten community development or women's NGOs are eliminated.

The three Districts with fewer than ten community development and/or Women Services NGOs are Myagdi, Manang and Mustang.

Criteria 4: Districts where CNGO adds capacity building not supported by other donors

A small number of other donor supported projects are building the institutional capacity of NGOs (rather than using NGOs as service delivery mechanisms such as development of micro-credit user groups). These projects are the NPLAP, funded by DIFID and managed by Action Aid, and the GTZ NGO Fund Project. Both projects also support CBOs and neither focus especially on gender although gender is considered a cross-cutting theme of the projects. They have also selected up to ten NGOs in a District to increase their capacity, and do not share the CNGO objective of developing capacity as a gender Resource Organization. However, CNGO will work in Districts where these NGO capacity building projects are not already located in order to avoid duplication or issues around NGO selection from among the pool of capable NGOs.

The five NPLAP Districts are Kanchanpur, Baitadi, Sunsari, Dhankuta and Terhathum, and several more will be selected over the next year in the Far West and Eastern Regions. The four GTZ NGO Fund Project Districts are Kapilbastu, Parbat, Sankhuwasabha and Bhojpur.

Other donor funded NGO capacity building projects are of a smaller scale and should not be a factor to eliminate a District, however in the next more detailed level of analysis of the Districts it may in fact be a more

significant consideration. United Mission to Nepal and Oxfam UK have a small number of partner NGOs or local development groups (UMN terminology) that they support. Oxfam works in Baitadi, Bardiya, Arghakhanchi, Lamjung, Sindhupalchok, and Dhanusa. The UMN Local Development Group capacity building Districts are Ramechhap, Dhading, Dolakha, Makawanpur, Okaldhunga, Tansen, Jumla, Nawalparasi, and Kailali.

Furthermore, selecting Districts that are already heavily populated with other large scale donor or INGO projects may be both a strength and a weakness. With many other donors operating in a District, the Gender Resource Organizations that CNGO builds will be in a position to fulfill a need for stronger gender training capacity at the District level. By marketing their services to other projects, the Resource Organizations will generate revenue to sustain themselves and practice the skills and knowledge they have gained. On the other hand, in Districts with many other projects, CNGO may find that NGOs are less interested in or committed to the project, and may be drawn to other opportunities or commitments. Therefore this is not a criteria to eliminate Districts but will be assessed later during field visits on a District by District basis.

Criteria 5: Proximity to Kathmandu

Kathmandu District and other Districts in close proximity to Kathmandu are eliminated because their need for gender services can be readily met from Kathmandu based NGOs and consultancies. These six Districts are Kathmandu, Bhaktapur, Lalitpur, Kabhre, Makawanpur and Nuwakot.

Criteria 6: Poverty and Deprivation Index and Women's Empowerment Index

The Poverty and Deprivation Index and Women's Empowerment Index are relevant indicators to guide District selection, since, to reiterate, all Districts could benefit from gender strengthening capacity building. Therefore, using the ICIMOD Indicators of Development, the Districts categorized as best Districts (the top third) are eliminated from the selection process. The best districts from the Women's Empowerment Index undoubtedly still need services, and within a District, there are many different groups who fare better or worse than the District average. However, the limited resources of the project require that choices be made. The fifteen Districts which have not already been eliminated by other criteria that are eliminated by the Women's Empowerment Index criteria are Taplejung, Solukhumbu, Ilam, Jhapa, Chitwan, Dhading, Lamjung, Kaski, Baglung, Ghorkha, Syangja, Gulmi, Palpa, Tanahun, and Arghakhanchi.

In addition, Districts which are among the top third in the Poverty and Deprivation Index may still have pockets of great need. However, serving those Districts that overall place in the lower two-thirds category helps the project to target the poorer Districts. The only two Districts not already eliminated by the Women's Empowerment Index but which are eliminated due to the Poverty and Deprivation Index are Morang and Panchthar.

3. Summary of Districts Eliminated in Selection Process

Enabling Environment not appropriate	Remote inaccessible	/	Insufficient number of NGOs	Other NGO capacity projects
Jajarkot, Rukum, Rolpa, Salyan, Kalikot, Dolpa. Also affected more recently are Jumla, Dailekh, Bardiya, Rasuwa, Sindhupalchok, Dolakha, Sindhuli and Udayapur.	Darchula, Bajhang, Bajura, Humla, and Mugu.		Myagdi, Manang and Mustang.	Kanchanpur, Baitadi, Sunsari, Dhankuta, Terhathum, Kapilbasta, Parbat, Sankhuwasabha and Bhojpur.

Proximity to Kathmandu	Women's Empowerment Index	Poverty and Deprivation Index
Kathmandu, Bhaktapur, Lalitpur, Kabhre, Makawanpur and Nuwakot.	Taplejung, Solukhumbu, Ilam, Jhapa, Chitwan, Dhading, Lamjung, Kaski, Baglung, Ghorkha, Syangja, Gulmi, Palpa, Tanahun, and Arghakhanchi.	Morang and Panchthar.

Note: Once eliminated by the criteria, a District is not repeated or included in the next elimination category.

4. Factors Favouring Districts for Selection

After eliminating 54 Districts based on the above criteria, several factors were considered to favour particular districts. These positive factors are achieving a balance of different characteristics based on ecological zone/ethnic population (ie. ensure at least one of mountain, hill and terai districts are included) and the logical clustering of Districts for accessibility.

Factor 1: Balance of Terai, Hill and Mountain Districts

Nepal values many different cultural groups, which have different cultural beliefs about gender. For example, women and men, although having some different roles, are considered to be more equal in the eastern mountain districts than in the terai or hills. Meeting these different needs is part of the project's mandate. To ensure that the project works in at least one district of each of the ecological zones, it is necessary to relax some of the other criteria. This is especially relevant to ensure that a Mountain district is included. The elimination process already works against the Mountain districts due to accessibility factors and the fewer number of functioning NGOs. Therefore the selection process includes a Mountain district in at least one of the clusters.

Solukhumbu is added to ensure that the project includes a Mountain District. All other Mountain Districts have two or more elimination factors against them while Solukhumbu is only eliminated by one factor. Solukhumbu lies in the top third of the Women's Empowerment Index but in fact is ranked 51st therefore just barely falling into the top third category. In addition it borders several other districts to form a cluster.

Factor 2: Clusters of Districts

For reasons of synergy, best use of project resources and logistical simplicity, District selection requires that the project choose Districts that form a cluster. In other words, typically three neighbouring districts (sharing at least part of a boundary) are grouped together to form a cluster. Three clusters are selected.

Clustering of Districts will result in some Districts being favoured and others eliminated based on their proximity to other Districts that score high on the selection criteria. In other words, some Districts will be selected based not so much on their characteristics or merit alone (although not usually ones that may have been eliminated based on the criteria) but because they form a valid cluster. Other Districts that might score high may be eliminated because they are isolated from other Districts that meet the criteria.

Furthermore, each cluster ideally includes more than three potential Districts at this stage in the selection process. This enables a choice to be made among these Districts in the cluster, based on the next level of criteria that will be researched and analyzed from the field visit. Therefore clusters with four or more Districts are favoured to enable such a comparison.

Therefore, clustering forms the final stage of the preliminary elimination process. At this stage, four clusters have emerged.

Four Proposed Clusters

Cluster 1	Cluster 2	Cluster 3	Cluster 4
Dadeldhura, Doti, Kailali, Achham, Dang, Banke, Surkhet	Parsa, Bara, Rautahat, Sarlahi, Mahottari, Dhanusa, Siraha, Saptari	Solukhumbu, Okhaldhunga, Khotang, Ramechhap	Rupandehi, Nawalparasi

One cluster includes seven Districts in the Far and Mid-West, where need is greatest for development assistance. There is a large cluster in the Eastern and Central terai Regions. The cluster in the Eastern Region, with four potential Districts, makes a logical choice with Solukhumbu added to ensure that the project includes a Mountain District. One cluster includes only two Districts, and therefore is eliminated at this stage.

5. Final Selection of Clusters

Cluster 1	Cluster 2	Cluster 3
Dadeldhura, Doti, Kailali, Achham, Dang, Banke, Surkhet	Parsa, Bara, Rautahat, Sarlahi, Mahottari, Dhanusa, Siraha, Saptari	Solukhumbu, Okhaldhunga, Khotang, Ramechhap

6. Phasing-in of Clusters

Project resources are limited and it is not possible to begin in all clusters at once, therefore it is necessary to stagger the start-up phase. Equally important, a phased approach allows the project to learn from the process and improve its approach and methods. With three clusters identified, priority was assigned to the clusters to begin the District selection process.

The cluster where the project will begin is the Far & Mid West cluster. HMG has indicated that there is a strong need for development assistance in the Far West especially, and capacity of the NGOs is more basic. Therefore,

a longer time is necessary to nurture the participating NGOs located there. In addition, the Mid -West and to a lesser extent the Far West already have Canadian project experience that CNGO can build upon.

The second cluster is the Terai cluster. It is generally agreed that gender work in the Terai must be approached carefully and therefore the project needs time to test its capacity building model first. In addition, this will give the project additional time to prune some of the Districts from the cluster, as it is currently the largest cluster with few variables to distinguish one District from another without more in-depth analysis.

The third cluster is the Eastern cluster including the Mountain and Hill Districts. This area has a better record for Women's Empowerment and may require a different approach.

Part II - Far and Mid West District Selection

The district selection has been done in two phases. In the first phase three clusters of districts were identified based on the set criteria. The second phase of district selection was detailed field visits for a final selection of the districts. The Far and Mid West cluster was selected to begin the detailed field work.

Seven Districts were included in the Far and Mid West cluster however Achham district has been eliminated from the list because of the recent deterioration of the security situation of the district. At the time of the field visit, it was considered unsafe for traveling for outsiders within Achham district, especially for people related with INGOs. Therefore the final district selection analysis was conducted in six districts only.

1. Methodology of the Study

Process and Methodology of the district selection

The following process and methodology were applied in the district selection.

A team comprising CNGO staff and external researchers visited the six districts for collection of information and to observe the situation of the district from 20th February to 9th March 2000.

The lead consultant was involved in designing the district data collection process, guiding the district data collection process, guiding the team, analyzing the data and developing the recommendation of the selected districts.

The team applied the following process and methodology for the selection of three districts for the implementation of the CNGO activities.

Review of secondary data

Secondary data on various gender related indicators were considered mainly during the stage of short listing and identifying the clusters. The selected districts (six districts) have variations in the different indicators. One district stands high in one indicator and low in another. For example the girls' enrollment is high in Surkhet (41.4) but the girls drop out percentage in Surkhet is 21.6, which is higher than other districts except Doti (39.31%). Kailali has the lowest dropout rate (7.34%). Also, there is variation between the sets of indicators, i.e. the ICIMOD and UNDP data sets, that make analysis inconclusive. These data are summarized in Annex 2. Hence, the secondary data does not make a significant difference among the districts, and the team took the field information as the main basis to make the final recommendation of the districts to be selected.

Development of information checklist

The lead consultant developed information checklists for various target groups to be interviewed during the field visit. The checklists were discussed and finalized along with CNGO team.

The checklists were developed for:

- District Development Committee
- Chief District Officer
- HMG line agencies
- INGOs/Development Agencies working at the districts.
- NGOs.

Expert consultation

Some consultations were also done regarding process and methodology for District Selection. Development professionals having experience in district selection process and experience with NGO capacity building were consulted to get their input regarding the selection of the districts. The experience of such experts on these districts was also considered during such consultations.

Field visit

The district selection team visited and conducted the information collection in the following districts:

- Doti
- Dadeldhura
- Kailali
- Surkhet
- Banke
- Dang

The team spent 2-3 days in each district depending upon the requirements of the particular district. Unstructured interviews and individual consultations were conducted at the district level by the team. The team also collected NGO data from the CDO office regarding the number of registered and renewed NGOs in the districts.

Report Development

The team did the ranking & scoring of the districts on the basis of the criteria. The lead consultant made a presentation to the informal meeting of the Project Advisory Committee (PAC) of the process & recommendation of the field visit based on the preliminary analysis of the collected data.

2. Development of Selection Criteria and Basis of Scoring and Ranking

CNGO team and the lead consultant developed and designed selection criteria. The team also set out the ranking and scoring basis for the selection criteria. The selection process is based on a qualitative approach. That is, the observation and analysis of the team formed from the data collected during the interviews is the main basis for the ranking and scoring of the districts.

The districts were ranked according to their current situation compared to other districts. The ranking was done from 1 to 6. The district closer to the desired situation for CNGO was ranked 1 and the district not having the desired situation by CNGO was ranked low, i.e. 6. For instance better security situation is the desired situation for CNGO so, the safest district is ranked 1, and most unsafe district is ranked 6. Like wise the district which has a developed NGO environment (more active NGOs and professional NGOs, high support for NGOs, much exposed and experienced NGOs) was ranked low i.e. 6 and such district which has developing NGO environment (active but less exposed and less experienced NGOs, growing professionalism and commitment, interested in development activities) was ranked high i.e. 1. Thus the district totalling less in the ranking is to be selected. The basis of the comparison was the observation and analysis of the team after the field visit, the consultants experience with the NGO sector of the districts, and inputs received during the expert consultations.

The scoring has been done explicitly on the basis of the situation of the particular district. A higher score is given if the situation of the district indicates a higher potential for CNGO work under that particular criteria. A higher total score resulted in the selection of the district.

The following are the criteria and their respective percentage of score out of a total of 100:

i) Security 15

The growing insecurity situation in many districts of Nepal has been a major concern for development agencies, INGOs and in some cases for Nepali NGOs also. In CNGO implementation, both national and international consultants will have to travel to the districts. In this situation the project must ensure their personal safety and facilitate the smooth implementation of the project. Therefore the security situation has been considered as one of the selection criteria.

ii) Working Environment 15

As the country is rapidly moving towards decentralization and self-governance at local level all development efforts should contribute towards multi-sectoral collaboration for local development. As the partner NGOs of CNGO at district level are expected to serve not only the NGO sector but they are expected to serve the entire development sector of the district a better working environment and mutual collaboration among various development agencies is considered necessary for CNGO to work at the district.

iii) NGO Capacity 20

The NGOs of the district are the primary target of the project. The primary objective of the project is to make gender resources available at the district for other NGOs and development agencies through the NGOs. Therefore the capacity building activities of the project are focused on 'gender specific issues' however, the support may not be sufficient to develop the capacity of highly inexperienced and totally unexposed NGOs and make them able and confident enough to serve the others. So, CNGO looked for a minimum level of potential among the NGOs of the district. At the same time, it did not look for an already existing high capacity as CNGO would add only a marginal value to the NGO. As the NGOs are the primary stakeholders of this project this criteria is given a high percentage of the total score.

iv) Gender Situation 30

The main focus of the project is on the gender resource situation within the district. The secondary data already indicate the gender need in the districts covered by this study but the realization of the need by the development actors of the district and attitudinal demonstration of the demand for gender services varies from one district to another. CNGO looked for more need and a higher realization of the need and less currently available gender resources within the district as its desired situation. This criteria therefore bears the highest total score.

v) Emerging Opportunity 20

The selected NGOs are supposed to meet the demand of the development community of the district regarding gender services. A growing acceptance for the software aspect of development and gender within the district and, evolving interest and emerging opportunities, which would demand gender services and be willing to pay for it is the desired situation for the concept of CNGO. So, CNGO also looked for an environment where there are emerging work opportunities for the future gender resource organizations in the district.

3. Explanation of the Criteria Used

The situation of the districts was reviewed, analyzed and evaluated using the above mentioned ranking and scoring method. The following criteria and indicators were used for the ranking and scoring of the districts.

District Selection Criteria For CNGO

S No	Criteria	CNGO Reviewed
1	Security	<ul style="list-style-type: none"> • Conducive situation • No Threat to NGOs • Safe to travel for both Nepali and Canadian
2	Working Environment	<ul style="list-style-type: none"> • Good collaborative environment as perceived by INGO/Line agencies/DDC and NGO • Partnership programs with DDC. • DDC/NGO/INGO have good relations and mutual collaboration • NGO-NGO collaboration is good and positive • Look for complementarities
3	Gender Situation	<ul style="list-style-type: none"> • Fair awareness among interviewed / Need realized/ Demand reflected • Lower level of awareness/ Need is higher/ realized • NGO persons have potential (education, interest).
4	NGO Capacity and Scenario	<ul style="list-style-type: none"> • Donors funding available for active NGOs • Some Exposure/ Women NGOs also exist. • NGOs are emerging/ Good potential to grow/ Active in service delivery/ Good Collaboration.
5	Emerging Opportunities	<ul style="list-style-type: none"> • DDC/VDC positive for working with NGOs • New development programs are in place at the district • 'Software services' are recognized/inputs demanded. • Local NGOs are active in service delivery.

4. Summary of the District Situation, Ranking and Scoring of the Districts

Summary of the District Situation

Criteria: Security Weight 15 Rank : 1 safest 6 least safe			CNGO Reviewed: <ul style="list-style-type: none"> • Conducive Situation • No Threat to NGOs 		
S No.	District	Situation	Rank	Score	Remarks/Observations
1.					
2.					
3.					
4.					
5.					
6.					

Criteria: Working Environment Weight: 15 Rank: 1 Highly enabling 6 Normal			CNGO Reviewed: <ul style="list-style-type: none"> • Good collaborative environment as perceived by INGO/Line agencies/DDC and NGO • Partnership programs with DDC. DDC planning is proactive • DDC/NGO/INGO have good relations and mutual collaboration • NGO-NGO collaboration is good and positive 		
S No.	District	Situation	Rank	Score	Remarks/ Observations
1.					
2.					
3.					
4.					
5.					
6.					

Criteria: Gender Situation Weight: 30 Rank: 1 lower awareness and Less capacity 6 high awareness and High capacity			CNGO Reviewed: <ul style="list-style-type: none"> • Fair awareness among interviewed Need realized/ Demand reflected • Lower level of awareness/ Need is higher/ realized 		
S No.	District	Situation	Rank	Score	Remarks/Observations
1.					
2.					
3.					
4.					
5.					
6.					

Criteria: NGO Capacity Weight: 20 Rank: 1 lowest capacity 6 higher capacity			CNGO Reviewed: <ul style="list-style-type: none"> • Presence of professional/NGOs/Donors funding available for active NGOs • NGOs are active in service Delivery/ Good Exposure/ Women NGOs also. • NGOs are emerging/ Good potential to grow/ Active in service delivery/ Good Collaboration. 		
S No.	District	Situation	Rank	Score	Remarks/observations
1.					
2.					
3.					
4.					
5.					
6.					

Criteria: Emerging Opportunities			CNGO Reviewed:		
Weight: 20			<ul style="list-style-type: none"> • DDC/VDC positive /working with NGOs • New development progress are in place at the district • 'Software services' are recognized/inputs demanded. • Local NGOs are active in service delivery. 		
Rank : 1 Higher opportunities, 6 less opportunities					
S No.	District	Situation	Rank	Score	Remarks/observations
1.					
2.					
3.					
4.					
5.					
6.					

Scoring and Ranking of the Districts

Total Scoring

SN.	Criteria	Total Score	Surkhet	Banke	Kailali	Doti	Dadeldhura	Dang
1.	Security	15						
2.	Working Environment	15						
3.	NGO Capacity	20						
4.	Gender Situation	30						
5.	Emerging Opportunities	20						
Total		100						

Total Ranking

SN.	Criteria	Surkhet	Banke	Kailali	Doti	Dadeldhura	Dang
1.	Security						
2.	Working Environment						
3.	NGO Capacity						
4.	Gender Situation						
5.	Emerging Opportunities						
Total							

5. Recommendation of District

According to the total score and ranking the team recommended the following districts for the implementation of CNGO capacity building activities.

According to the scoring the top four districts are:

- **Doti** **90**
- **Dadeldhura** **85**
- **Surkhet** **60**
- **Kailali** **60**

And according to the ranking the top four districts are:

- **Doti** **7**
- **Dadeldhura** **10**
- **Surkhet** **16**
- **Kailali** **21**

The scoring of Surkhet and Kailali is the same but Surkhet is being recommended as the third District because of two factors, which are Canadian experience there (KBIRD and Health Development project of University of Calgary), and more importantly, a more positive enabling NGO environment compared to Kailali. In the comparative ranking Surkhet also appears higher to Kailali. Surkhet is the regional center of the mid west development region (so is Doti for far west) where regional offices of various line agencies are located. This opens up a new cliental group for the future gender resource services in the district.

The advantage of Kailali is that it forms a cluster with Doti and Dadeldhura making logistics easier. The less cooperative overall working environment and NGO environment in Kailali are negative factors.

The NGO environment of both Doti and Dadeldhura is quite new and emerging whereas the NGO environment of Surkhet is growing and becoming more active. This will allow CNGO to work in two different NGO situations also. Considering the coverage scope of the project (about 9 districts) from different part of the country it is more logical to distribute the presence of the project in all development regions and in all ecological zones so that it could gain experience of different social, economical, ecological and development condition of the country. Surkhet has been recommended from this perspective also.

The team has also noted some commonality among the districts recommended, which are:

- 'Gender' is becoming one of the major concerns among the development agencies and it is incorporated in most of the cases as part of other training activities by all sectors.
- The realization of the need of gender services could be noticed even among the government line agencies and local government agencies like DDC and VDC across the districts in a varying degree.
- The numbers of women NGOs are slowly growing in all districts even in the districts where the NGO sector is very much new.

- There are quite a few external development agencies and INGOs working in the districts of this region. In the selected districts there are substantial numbers of such agencies that have recently started their activities in the district.
- A collaborative environment is emerging in the selected districts among local NGOs and Local government agencies especially with VDCs.

6. Some Concerns and Risks

The consultants would also like to draw the attention of the project towards some concerns and risks likely to come on the way to project implementation in the future. The nature of such risk and concerns are very general and valid to any districts of the country so they have little impact on the current district recommendation process. Some of these points are just to be kept in mind by the project and some have some implications over the design of the future activities of the project for the capacity building of the selected NGOs.

- Security situation of the districts: The project should be prepared to face a deteriorating security situation in the selected districts in the Far west and Midwest region.
- Political disturbances: The project may have to face (Early local elections or any other political unrest situation) any political disturbances, which may create some effect over the timing and cost of the project activities.
- Adequacy of the project inputs: The scope of the project is 'Gender' but it might require to broaden its scope of input for the capacity building of the selected NGOs, especially in those districts where the NGO sector is new and in a developing stage.

There are some other specific concerns which are to be kept in mind by the project during the NGO selection and implementation of its activities with NGOs, such as:

- Protecting the project from being instrumental for the political interest of the NGOs.
- Hence the NGOs are highly project oriented, considering the only capacity building support from the project it might be difficult for the project to keep the interest of the selected NGOs continued in the activities of the project.
- Continuity of the individuals representing the NGOs will be another critical issue to be considered by the project and selected NGOs.
- Expecting some support at local government agencies like DDC and VDC is becoming a common phenomenon in the districts. In case of such situation the attitudinal support from such agencies may be enabling or non-enabling depending upon whether their expectations were fulfilled or not.
- The project and selected NGOs should consider the collaboration between NGO/DDC/VDC as one of their prior