



Government of Nepal

Government of Nepal  
Ministry of Agricultural Development



## High Value Agriculture Project in Hill and Mountain Areas (HVAP)

# Respiration Check



Health  
Check-up Tool  
for Capacity Strengthening of  
District Chamber of  
Commerce and Industry

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### Implementing Partners



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## **Context**

Started in July 2010, the High Value Agriculture Project in Hill and Mountain Areas (HVAP) is a six year market-led initiative that seeks to provide income and employment to poor producers, landless and agribusinesses. This will be achieved through a market-orientated, efficient and profitable production through reliable business or market relations. The selected high value commodities for the purpose are off-season vegetables, vegetable seeds, goat meat, apples and the spices ginger, turmeric and timur. The total finance for the project is 18.8M US\$ with the principal finance for the project provided by IFAD as a 50% grant/loan agreement of 15.3 M US\$. The project is being implemented in 10 districts along three road corridors – Surkhet-Jumla, Chinchhu-Jajarkot, and Surkhet-Dailekh of the Mid and Far Western Development Regions.

The Project aims to benefit 1,800 traders and 13,500 producer households directly and 37,000 households indirectly. Sixty per cent women and 25 per cent socially disadvantaged groups such as Dalits and Janajatis are specifically targeted to benefit. Under the overall responsibility of the Ministry of Agricultural Development, the project is implemented in partnership with SNV Netherlands Development Organisation in Nepal and the Agro-Enterprise Centre. The project activities are carried out in collaboration with district agricultural, forest and livestock service offices, district chambers of commerce and industry, NGOs and other service providers, agribusinesses and producer groups.

The project implements following three components:

1. Pro-poor value chain development;
2. Inclusion and support for value chain initiatives:
  - a. Formation/strengthening of value chain producer groups,
  - b. Promoting gender and social inclusion,
  - c. Support for high value commodity production and post-harvest activities,
  - d. Establishment of a grant-based value chain development fund, and
  - e. Support for district operations and inclusion of remote communities)
3. Project management: includes monitoring and evaluation (M&E) and knowledge management to achieve its goal and objectives.

## **CAPACITY STRENGTHENING OF DCCI**

District Chamber of Commerce and Industry (DCCI), is an association of private sector established at the district level to promote small scale businesses and industries. It provides information, and advisory, consultative and promotional services to businesses. The Agro Enterprise Centre (AEC) established as an independent unit of the FNCCI representing the agri-businesses supports the DCCIs in providing specific support to district agribusinesses. Within HVAP, the AEC is strengthening the capacity of DCCIs to improve the organisational performance. This is done through an organisation capacity assessment accompanied by specific and prioritised capacity development of the DCCIs.

Expanding the engagement of agri-business is an important part of the project approach. It is envisioned that the agriculture sections at the DCCIs (being satellite units of AEC) will be providing services to agribusinesses in the HVAP districts. There is a need for a more intensive and sustained capacity building support to these agricultural units and the DCCIs at large, to enable them to provide business advisory services to local enterprises, traders and cooperatives. For the AEC to take up the role to strengthening the capacity of DCCIs its own capacity need to be equally enhanced.

## Framework for DCCI involvement in HVAP

Areas of involvement	Project areas	Interventions	Expected output/outcome
Agribusiness engagement	Mediation in making business linkages, negotiations	<ul style="list-style-type: none"> <li>◆ Information gathering and mapping of district based agriculture related businesses.</li> <li>◆ Facilitate the registration of agriculture related businesses and the formation of commodity association.</li> <li>◆ Support to business plan development and contractual arrangements between the agribusinesses, the producer groups and other value chain partners.</li> <li>◆ Mediate disputes between producer groups and agri-businesses.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Support structure of DCCI established.</li> <li>◆ Small and medium entrepreneurship developed.</li> </ul>
Market information management and dissemination	District based MIS operation of DCCI unit	<ul style="list-style-type: none"> <li>◆ DCCIs record the district based requests for high value commodities of producer groups and agri-businesses within the project area.</li> <li>◆ DCCIs send the record through email to AEC</li> <li>◆ AEC compiles and publishes the recorded information through AEC web site and.</li> <li>◆ DCCI collects and disseminates the price information through hoarding board covering potential market centres. DCCIs coordinate SMS services through the telecom office.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Market information on high value agricultural products disseminated.</li> </ul>
B2B linkages	Contact point	<ul style="list-style-type: none"> <li>◆ DCCI coordinates and nominates the participants from among the local level traders, processors and cooperatives operating in the district in the concerned value chains to participate in trade fairs.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Trade of high value commodities increased.</li> </ul>
Policy Dialogues	Multi-stakeholders Platforms, meeting with DCCI and PMU	<ul style="list-style-type: none"> <li>◆ Invite interested agribusinesses and producers and hold dialogue sessions Periodic meeting at DCCIs with to engage them in policy dialogues.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Linkages between producers, local traders and agribusinesses strengthened.</li> <li>◆ Policy constraints resolved.</li> <li>◆ Policy/ legislative initiatives promoted.</li> </ul>

## INTRODUCTION

Organisational health is the latest buzzword in the business world. Healthy organisations are those, where people like to come to work and are proud to be a part of it. In a business organisation, if someone asks 'how is business?', for most enterprise owners, the answer might typically be, 'fine'. But is it really fine? You might wish it is and perhaps you even have reasons to believe everything is okay. After all, you are making profits, you pay back the credit to the bank at regular basis and you have satisfied employees. Yet somewhere in your consciousness, you're still wondering, am I'm making enough profits and are therefore things as good as they could be? Perhaps it's time to take that first step to find out just how healthy the business really is. There's a good reason as even a seemingly healthy person will take time to visit the doctor for a regular health check-up. Similarly, a business organisation will need a regular health check-up, and this 'RESPIRATION' check could be the medium.



An organisation's health is measured by its efficiency. Just like human beings, their performance being measured by their health, an organisation's performance becomes efficient and profitable only if the organisation is healthy and all of its units are functioning optimal. If a person has asthma then (s)he should identify the cause of breathing difficulty and try to mitigate or cure it. Similarly, an organisation also needs a health check-up to measure its efficiency and profitability. If any symptom is identified by the 'RESPIRATION' check tool, then the causes of these can be mitigated or addressed. As it is a good advice to conduct a yearly health check for your personal health, the same counts for your organisation. Here the 'RESPIRATION' check demonstrated the improvement in the performance of District Chamber of Commerce and Industry (DCCI) in Nepal.<sup>1</sup>

A well-developed 'RESPIRATION' check-up tool helps to understand if the organisation has the right people with the right skills, focused on the right opportunities and who are highly motivated and engaged in the organisation. A 'RESPIRATION' check-up is done by the committee members and staff as a team and facilitated by a facilitator. 'RESPIRATION' check-up is a self-assessment tool to measure aspects of organisational capacities and assess strength and weaknesses against benchmark practices.

A self-assessment aspect of the 'RESPIRATION' check-up proves to be an essential requirement for the efficient functioning of all organisations. Organisations with different structures, goals and environments have distinct management and governance demands. Business organisations have grown in numbers and therefore competition is high. For an organisation to be competitive and meet its goals it should be efficient. The efficiency in sourcing and managing the available resources ensure the best products/services to the customers. The check-up tool is easy to assess and user friendly. Details on indicators of the 'RESPIRATION' check-up as used with the DCCIs is given in Annex.



<sup>1</sup> District Chamber of Commerce and Industry (DCCI), is an umbrella organization of the private sector established at the district level lead in promoting small scale business and industries. It provides information, advisory, consultative, promotional and services to businesses. It safeguards the common interest of the business community and provides support for their business promotion.

## **OBJECTIVES OF the 'RESPIRATION' CHECK-UP**

Prevention is better than cure, the best medicine is regular check-up. Similarly, the 'RESPIRATION' check-up is a preventive measure for an organisation. The 'RESPIRATION' check-up takes approximately three working days using a minimum of six hours per day. The presence of the executive members and staff is required. The 'RESPIRATION' check-up assesses the skills and abilities and develops an action planning in the following manner:

- Assessing the strong and weak aspects of an organisation. Continuity of strong part and mitigation of weak part.
- Steering the participatory assessment and monitoring procedure by members and staff to ensure ownership, liability and responsibility towards the outcome.
- Checking the organisation's outcome and contributions by members and staff.

The organisation should be at least one year old to conduct the 'RESPIRATION' check-up but apart from this the 'RESPIRATION' check-up can assist any organisation to detect disorder and put the organisation on the right path with a treatment for speedy recovery.

## **WHO SHOULD BE INVOLVED?**

As the executive (committee) members and staff are responsible for the results of the vision and mission of the organisations, they are required to be a part of 'RESPIRATION' check-up. A good representation of the whole organisation is necessary to avoid one sided views of e.g. only the management. Therefore, it is made mandatory for participation by all the members from the executive committee and staff as well as advisory board representatives. Other support organisations may also take part as an observer depending on the specific needs and interests.

The 'RESPIRATION' check ideally will be conducted once a year. It should be scheduled for at least three days, and as much as full days, depending on the size and complexity of the organisation and the depth of inquiry desired. The more the board, management, staff and other stakeholders' views are represented, the more valuable will be the dialogue, the relationship building, the learning, and the action planning. The details of the timing and input should be coordinated by the facilitator.

## **HOW DOES IT WORK?**

A complete 'RESPIRATION' check-up includes the detection of strengths and weaknesses of an organisation. This is an analytical method which is used to identify and categorise significant internal factors faced in an organisation. It provides information that is helpful in matching the organisations' resources and capacities to the competitive environment in which it operates and is therefore an important contribution to the strategic planning process. It should not be viewed as a static method with emphasis solely on its output, but should be used as a dynamic part of the management and development process. This will help to focus on organisation's strengths, minimise weaknesses, and take the greatest possible advantage of opportunities available. This analysis also analyses the opportunities and threats the organisation face to some extent. 'RESPIRATION' checks tool can help to better understand particular aspects of an organization or its environment. It is effective only if their users are able to realize connections and gaps and to draw appropriate conclusions. It evaluates

nine major indicators, which are:

1. Resources mobilisation and management (RE)
2. Social Diversity and Inclusion (S)
3. Programme and planning (P)
4. Internal Organisation (I)
5. Range of Knowledge management and quality of services (R)
6. Advocacy (A)
7. Team Inspiration and commitment (TI)
8. Operation and management of market information system (O)
9. Networking and relationship with stakeholders (N).

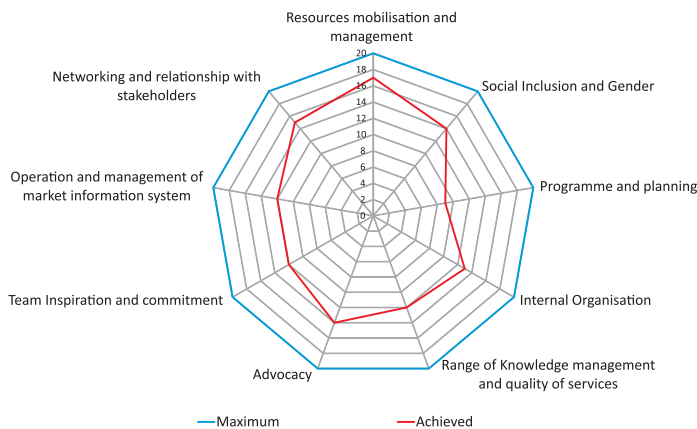
The word 'RESPIRATION' is prepared from the initial letters of the nine major indicators. Each indicator is elaborated to five sub-indicators which are individually rated from 1 to 4 as per the perceived performance. There is a minimum of 5 and a maximum of 20 scores depending on the level of responses to each indicator. The rating under each indicator and sub-indicators are added.

	1	2	3	4
1				
1.1				
1.2				
1.3				
1.4				
1.5				

Although 'RESPIRATION' check is a subjective judgement and is the expression of individual judge's own attitudes like his/her thoughts, feelings, personal opinions. However, it can be categorised as follows:

Score	Status
45	Poor
46 – 90	Moderate
91 – 135	Good
136 – 180	Very good

The summary of the ratings is put in a spider web diagram for easy understanding of that particular area of the organisational capacity and makes it easy to interpret these scores. Generally, if an organisation's score is less than half of the total score in each indicator, the organisation may need



special interventions to improve its capacities. These areas are of growing concern not only for organisations.

After the scores per component are presented in a spider diagram the outcome is analysed further, to help address those areas that the DCCI needs assistance in. The weakest components are identified and looked into more detail. It is suggested to look each of the component which

has minimum score and identify the areas which need support. Also an overall review is done to look to specific parts which might be weak and might need attention. Findings and recommendations relating to each individual scoring will be described in a generic format called capacity development pre-



-plan agreed by the 'RESPIRATION' check-up team as the following:

SN	Areas for improvements	Activities to be implemented	Duration/ Time-frame	OVI*	Resources		Responsibility	Remarks
					Internal	External		

\* OVI – Objectively Verifiable Indicator

This whole part of the exercise is to facilitate discussions among the participants to address areas needing support. When next 'RESPIRATION' check will be done, it help to compare the spider diagrams; the way of improvement, or stagnation or decrease.

## Summary of the scores achieved during the respiration-check

Indicator	Max	Jumla		Daliekh		Salyan		Achham		Kalikot	
	Score	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013
Resources mobilisation and management	20	19	16	17	14	13	16	5	10	17	15
Social inclusion and gender	20	12	12	14	12	9	11	6	8	14	16
Programme and planning	20	12	15	9	11	6	8	6	9	9	15
Internal Organisation	20	16	16.5	13	8	12	8	12	11	13	17
Range of knowledge management and quality of services	20	12	16	12	10	9	8	9	9	12	12
Advocacy	20	15	17	14	15	9	10	15	12	14	13
Team Inspiration and commitment	20	13	17	12	12	10	8	7	8.5	12	15
Operation and management of market information system	20	10	16	12	11	6	11.5	12	7	12	12
Networking and relationship with stakeholders	20	12	16	15	17	10	9	7.5	6.5	15	15
Total	180	121	141.5	118	110	84	89.5	79.5	81	118	130
% change			11.38		- 4		3		0.83		6.66

## Lessons learnt:

- ◆ Promotes ownership of the process and its results, and commitment to the broader capacity development agenda. This also promotes reflection, analysis, sharing, dialogue and action planning within organisations.
- ◆ The client needs to drive the capacity assessment process and communicate openly about its objectives and results to other team.
- ◆ Rushing an assessment should be avoided at all costs since it leads to frustration and dissatisfaction with the results.
- ◆ Help to identify priorities, build consensus on the way forward, and define an action plan.
- ◆ It is helpful if the assessment is facilitated by an external facilitator, or someone who does not have a direct stake in the assessment results.
- ◆ The changes in the assessment discussion differ in scoring being the subjective nature of the

judgement. It take place within the mind and modified by individual bias; 'a subjective judgment'. Therefore it is one made with the views of the person. It illustrates how the participants see the organisation.

*Gender and social inclusion is not just a development issue but also a business issue. So we recognise the fact that men and women have to work side by side to realise business development.*

*Ms Basana Thapa – Member DCCI, Dailekh*

*We put a higher weight on most of the RESPIRATION indicators in the first year while starting. When we organised this kind of capacity assessment for the second time, we realised that it was a bit like show-off in the beginning. Now we know where we are heading.*

*Mr Shanti Prasad Sharma - Immediate past President, DCCI Dailekh*

*Despite the notable effects within the organisation, I'm better prepared to make things happen in my personal business also.*

*Deep Bahadur Shrestha – Member, DCCI Dailekh*

*DCCI aims at leading the business society in the district. Capacity assessment offers its efforts to long-term benefits for the DCCI. Some of the activities are being institutionalised and held on a regular basis.*

*Harihar Budhathoki - President, DCCI Salyan*

# Capacity Self-Assessment Form for District Chamber of Commerce and Industry

Name of DCCI:

Number of participants:

Period of capacity self-assessment:

Date of capacity self-assessment:

Name of Facilitators:

Review the indicators below and indicate the best scenario (Mark ✓ to 1, 2, 3, 4) and then make total of each indicator as the following:

## **Total Score**

1. **Resources mobilisation and management** (5 – 20)
2. **Social Diversity and Inclusion** (5 – 20)
3. **Programme and planning** (5 – 20)
4. **Internal Organisation** (5 – 20)
5. **Range of Knowledge management and quality of services** (5 – 20)
6. **Advocacy** (5 – 20)
7. **Team Inspiration and commitment** (5 – 20)
8. **Operation and management of market information system** (5 – 20)
9. **Networking and relationship with stakeholders** (5 – 20)

Indicators		1	2	3	4
1. Resources mobilisation and management					
1.1. Income and expenditure situation	The financial situation of the organisation is very weak. The expenses are more than incomes. There is more than 50% debt than its income.	The financial situation of the organisation is not satisfactory. There are more expenses than income. There is about 10% more expenses than income. More than 25% expenses recovered from external support.	The financial situation of the organisation is satisfactory. There is balance between income and expenses. Only about 10% of its expenses recovered from external support.	The financial situation of the organisation is good. There is balance between income and expenses. There is more than 25% income than last year. All the expenses are recovered from internal resources.	
1.2. Financial risk and credit	There are many financial risks for the organisation. There is no plan for the recovery or regaining.	There is little financial risk for the organisation. However, the plan has been made for the recovery or regaining.	There are no financial risks for the organisation. Organisation is able to payback its debt. The contingency plan has also been prepared. However, the plan has not been implemented properly.	There are no financial risks for the organisation. The contingency plan has also been prepared and implemented properly. There is sufficient income and saving.	
1.3. Investment in infrastructure	There is no sufficient space, furniture and equipment. There is no fund to invest in physical infrastructure.	There is some fund to invest in physical infrastructure. However, that is not sufficient as per the organisation's requirement.	There is adequate fund to invest in physical infrastructure. There is sufficient space, furniture and equipment. However, they are not utilised properly.	There is adequate fund to invest in physical infrastructure. There is sufficient space, furniture and equipment and they are utilised properly.	
1.4. Investment in capacity building	There is no capacity development plan of an organisation. No activity was implemented last year.	The capacity development plan has been prepared but not implemented properly.	The capacity development plan has been prepared and implemented. However, that was not relevant or appropriate to their members and staff job functions.	The capacity development plan has been prepared and implemented properly. They were very relevant or appropriate to their members and staff job functions.	
1.5. Mobilisation of internal and external	Organisation has not taken any initiatives to increase internal revenues and receive fund and	Organisation has taken some initiatives to obtain funds from external sources. However,	Organisation has taken some initiatives to increase income and mobilise internal and	Organisation has taken several initiatives to increase income and mobilise resources	

Indicators	1	2	3	4
resources	mobilise resources from government and donor agencies.	there was not any initiative to increase financial resources from internal sources.	external sources. However, majority of the fund comes from outside.	internally and externally. The organisation was also able to raise more resources from internal sources.
<b>2. Social Diversity and Inclusion</b>				
<b>2.1. Social Diversity and Inclusion issues</b>	There are no social diversity and inclusion topics and issues in the organisation objectives.	There are some social diversity and inclusion topics and issues in the organisation objectives. However, less than 25% are implemented.	There are some social diversity and inclusion topics and issues in the organisation objectives. However, about 50% of them are implemented.	There are adequate social diversity and inclusion topics and issues in the organisation objectives. More than 75% of them are implemented.
<b>2.2. Need based service provision</b>	The service provided by the organisation is not as per the needs of their target groups.	The service provided by the organisation is as per the needs of their target groups. However, it is not as per the specific demand of women entrepreneurs.	The service provided by the organisation is as per the needs of their target groups. It is as per the specific demand of women entrepreneurs. However, it is not sufficient.	The service provided by the organisation is as per the needs of their target groups. It is as per the specific demand of women entrepreneurs and is sufficient.
<b>2.3. Positive discrimination implementation strategy</b>	There is no specific provision to prepare women entrepreneurs as well as to increase women in executive committee and staff. Therefore, there is no participation of women in the organisation.	There is specific provision to prepare women entrepreneurs as well as to increase women in executive committee and staff. However, there is less than 10% representation of women in the organisation.	There is specific provision to prepare women entrepreneurs as well as to increase women in executive committee and staff. However, there is about 33% representation of women in the organisation.	There is specific provision to prepare women entrepreneurs as well as to increase women in executive committee and staff. There is more than 50% representation of women in the organisation.
<b>2.4. Promotion of business lead by women</b>	There is no strategy to promote women entrepreneurs.	There is a strategy to promote women entrepreneurs. However, the strategy is not implemented as planned. About 10% women led businesses are included as the members of the organisation.	There is a strategy to promote women entrepreneurs. The strategy is also implemented as planned. However, only 25% women led business are included as the members of the organisation.	There is a strategy to promote women entrepreneurs. The strategy is also implemented as planned. More than 50% women led businesses are included as the members of the organisation.
<b>2.5. Arrangement of Focal point.</b>	There is no provision of focal person to address the GESI	There is a provision of focal person to address the GESI	There is a provision of focal person to address the GESI	There is a provision of focal person to address the GESI

Indicators	1	2	3	4
	issues.	issues. However, there is no terms of references (ToR) prepared for the focal point.	issues. The terms of references (ToR) for the focal point as well as plan have also been prepared. However, the achievements have not been realised as per the plan.	issues. The terms of references (ToR) for the focal point as well as plan have also been prepared and the achievements have been realised as per the plan.
<b>3. Programmes and planning</b>				
3.1. Understanding on organisation's vision, mission and objectives	Only 25% of board members and staff have similar level of understanding on organisation's vision, mission and objectives.	Only 50% of board members and staff have similar level of understanding on organisation's vision, mission and objectives.	About 75% of board members and staff have similar level of understanding on organisation's vision, mission and objectives.	More than 95% of board members and staff have similar level of understanding on organisation's vision, mission and objectives.
3.2. Vision, mission and objectives as per the present world business ideas.	Organisation's recent vision, mission and objectives are not related with new open economic policy and global rules of trade. Less than 25% members and staff are aware in these matters. There is no realisation to make it clear and effective.	Organisation's recent vision, mission and objectives are prepared with new open economic policy and global rules of trade. However, about 50% members and staff are aware in these matters. There is a realisation to make it clear and effective.	Organisation's recent vision, mission and objectives are prepared with new open economic policy and global rules of trade. About 75% members and staff are aware in these matters. Vision, mission and objectives are prepared accordingly however, not in a participatory way.	Organisation's recent vision, mission and objectives are prepared with new open economic policy and global rules of trade. More than 95% members and staff are aware in these matters. Vision, mission and objectives are updated in a participatory way and timely manner to make it more clear and effective.
3.3. Periodic and annual planning	Organisation does not have strategic plan.	Organisation have strategic plan but the intervention strategy has not been designed clearly. The strategy is not translated into annual planning process.	Organisation has strategic plan and the intervention strategy has been designed clearly. The strategy is also translated into annual planning process, however, it is not monitored on regular basis.	Organisation has strategic plan and the intervention strategy has been designed clearly. The strategy is also translated into annual planning process and is also monitored at regular basis.
3.4. Participatory annual plan.	Organisation has no annual plan.	Plan is prepared but without consulting with its target	Plan is prepared in a participatory way in	Plan is prepared and implemented in a participatory

Indicators	1	2	3	4
planning process		groups in a participatory way.	consultation with the target groups. However, the implementation aspect is weak.	way in consultation with its target groups and the plan is implemented effectively.
3.5. Participatory review and evaluation	The organisation has no system of programme implementation, monitoring and evaluation.	The organisation has a system of programme implementation, monitoring and evaluation. However, the system is not functional.	The organisation has no system of programme implementation, monitoring and evaluation. The system is also functional, but not monitored on regular basis.	There is a system of planning, implementation, monitoring and evaluation in the organisation. The system is also functional and also monitored at regular basis.
<b>4. Internal Organisation</b>				
4.1. General assembly, executive committee formation and handing over of power and authority	General assembly is not regular according to the constitution. Needs frequent changes in the schedule to reach required number. Executive committee formed by nomination process. There are difficulties in handing over power and authority.	General assembly is regular according to the constitution but it is only to follow the process. Needs frequent changes in the schedule to reach required number. Members are not active. Executive committee formed by nomination process. There is a difficulty in handing over power and authority.	General assembly is regular according to the constitution but there is only 75% participation of the general assembly members. Executive committee formed on election process. The election held in a democratic process, however, there is difficulty in handing over power and authority.	General assembly is regular according to the constitution but there is more than 95% participation of the general assembly members. Executive committee formed on election process. The election held in a democratic process. There is power and authority handing over process in a democratic manner.
4.2. Implementation of the decision made by the general assembly	Only 25% decisions are implemented. There is passive participation of the members. Less than 50% members are involved in decision making process.	About 50% decisions are implemented. There is active participation of the members, however, only 50% members are involved in decision making process.	About 75% decisions are implemented. There is active participation of the members, however, only 75% members are involved in decision making process.	More than 95% decisions are implemented. There is active participation of the members. More than 95% members are involved in decision making process.
4.3. Clarity on role and responsibilities of members	There is no written document on board member's roles and responsibilities. Members are not aware about their roles and responsibilities.	There is written document on board member's roles and responsibilities. However, about 50% members are aware about their roles and	There is written document on board member's roles and responsibilities. However, about 75% members are aware about their roles and	There is written document on board member's roles and responsibilities. More than 95% members are aware about their roles and responsibilities and

Indicators	1	2	3	4
		responsibilities and work has not been implemented properly.	responsibilities and about 50% work has been accomplished accordingly.	more than 95% work has been accomplished accordingly.
4.4. Committee meetings, commitments of the members	There are no regular meetings. There is less participation. Meeting agenda are not shared in advance. There is very slow decision making due to the absence of the board members.	There are meetings at regular basis. However, there is minimum level of participation. Meeting agenda are not shared in advance. There is very slow decision making due to the absence of the board members.	There are meetings on regular basis. About 75%, members participate the meeting. However, meeting agenda are not shared in advance. There is slow decision making and decisions are also not influential.	There are meetings at regular basis. About 95% members participate in the meeting. Meeting agenda are shared in advance. There is good decision and decisions are also influential.
4.5. Record keeping/Documentations	There is no system of record keeping system of board meeting and others. The decisions are not shared to anyone.	There is a system of keeping records but not systematically. The decisions are not shared with anyone and the reports are not accessible to anyone.	There is a system of keeping records are kept systematically. The decisions are shared with the concerned but the decisions are not implemented.	There is a system of keeping records and the records are kept systematically. The decisions are shared to the concerned and the decisions are also implemented.
<b>5. Range of Knowledge management and quality of services.</b>				
5.1. Capability of members and staff	Less than 25% members and staff are mobilised as per their capability.	About 50% of members and staff are mobilised as per their capability.	About 75% of members and staff are mobilised as per their capability.	More than 95% of members and staff are mobilised as per their capability.
5.2. Plan on knowledge management and organisational development	The organisation has no plan on knowledge management and organisation development. However, it is not implemented due to insufficient financial resources.	The organisation has plan on knowledge management and organisation development. However, it is not implemented due to insufficient financial resources.	The organisation has plan on knowledge management and organisation development. However, it is implemented only by donor's support not from internal resources.	The organisation has plan on knowledge management and organisation development. It is implemented through internal resources. In specific cases only donor's support is expected.
5.3. Plan on Knowledge management	No information is gathered and no plans on knowledge development.	There is information on knowledge development. However, they are not planned and utilised properly.	There is information on knowledge development. They are planned but not utilised properly.	There is information on knowledge development. They are planned and utilised properly.



Indicators	1	2	3	4
5.4. Stakeholders satisfaction on the service provision	No mechanism adopted to measure the satisfaction on the service provision of the organisation.	Some mechanisms are adopted to measure the satisfaction on the service provision of the organisation. However, target groups not satisfied with the service provided by the organisation.	Some mechanisms are adopted to measure the satisfaction on the service provision of the organisation. Target groups are satisfied with the service provided by the organisation. However, there is no system of monitoring on regular basis.	Some mechanisms are adopted to measure the satisfaction on the service provision of the organisation. Target groups satisfied with the service provided by the organisation and is monitored on regular basis.
5.5. Self-assessment on the organisation image	There is no system of self-evaluation to know the positive or negative image of the organisation.	There is a system of self-evaluation to know the positive or negative image of the organisation. The self-evaluation shows that there is no positive image of the organisation. However, any action has not been taken to improve the image.	There is a system of self-evaluation to know the positive or negative image of the organisation. The self-evaluation shows that there is positive image of the organisation. However, self-evaluation has not been done on regular basis.	There is a system of self-evaluation to know the positive or negative image of the organisation. The self-evaluation shows that there is positive image of the organisation. Self-evaluation has been done at regular basis.
6. Advocacy				
6.1. Capacity on policy advocacy issues	Organisation is not capable enough for advocacy and lobbying the issues and concerns of its members.	Organisation is capable enough for advocacy and lobbying the issues and concerns of its members. However, they do not have vertical and horizontal relationship with like-minded organisations for collective action.	Organisation is capable enough for advocacy and lobbying the issues and concerns of its members. They have vertical and horizontal relationship with like-minded organisations. However, only one or two issues were solved collectively.	Organisation is capable enough for advocacy and lobbying the issues and concerns of its members. They have vertical and horizontal relationship with like-minded organisations and more than three issues were solved collectively.
6.2. Work on rights of the traders and entrepreneurs	No work done on the rights of their members.	Only 10% of work has been done on the rights of their members.	Nearly, 25% of work has been done on the rights of their members.	More than 50% of work has been done on the rights of their members.
6.3. Research and studies on	Organisation has not done any research and studies on	Organisation has done research and studies on business related	Organisation has done research and studies on business related	Organisation has done research and studies on business related

Indicators	1	2	3	4
business	business related policies, act, rules and regulations.	policies, act, rules and regulations. However, only 10% achievements have been realised.	policies, act, rules and regulations. However, nearly 25% achievements have been realised.	policies, act, rules and regulations. More than 50% achievements have been realised.
6.4. Capacity of commodity associations	Commodity associations do not have capacity to work on their issues and concerns.	Commodity associations have capacity. However, they were successful to resolve only one or two of their issues and concerns.	Commodity associations have capacity. However, they were successful to resolve only three to four of their issues and concerns.	Commodity associations have capacity. They were successful to resolve more than four of their issues and concerns. They have also made plans to deal in this regard.
6.5. Dialogues and Negotiations	Organisation is not capable enough for dialogues and negotiations.	Organisation is able to perform dialogues and negotiations. However, only two achievements have been realised.	Organisation is able to perform dialogues and negotiations. However, up to four achievements have been realised.	Organisation is able to perform dialogues and negotiations. More than four achievements have been realised.
<b>7. Team Inspiration and Commitment</b>				
7.1. Work time-table of members	There is no fixed schedule of board members to attend the organisation's office. Less than 25% of their members provide sufficient time for the development of their organisation.	There is no fixed schedule of board members to attend in organisation office. However, about 50% of their board members provide time for the development of their organisation.	There is a fixed schedule of board members to attend in organisation office. About 75% of their board members provide time for the development of their organisation.	There is fixed schedule of board members to attend in organisation office. More than 95% of their board members provide time for the development of their organisation.
7.2. Addressing issues of members and staff	The members and staff are not invited in organisation's planning process. The issues of their members and staff are not considered in their plan.	The members and staff are invited in organisation's planning process. However, the issues of their members and staff are not considered in their plan.	The members and staff are invited in organisation's planning process. The issues of their members and staff are also reflected in their plan but not implemented properly.	The members and staff are invited in organisation's planning process. The issues of their members and staff are also reflected in their plan and are implemented properly.
7.3. Written Job descriptions	There is no clear written job description of executive committee members and staff.	There is clear written job description of executive committee members and staff.	There is clear written job description of executive committee members and staff.	There is clear written job description of executive committee members and staff.

Indicators	1	2	3	4
		However, no quality work has been done as per the job descriptions.	Quality work has been done as per the job descriptions. However, there is no regular monitoring of their works.	Quality work has been done as per the job descriptions and there is regular monitoring and evaluation of their works.
7.4. Administrative and financial guidelines	There are no documents related to personnel and financial policy guidelines.	There are documents related to personnel and financial policy guidelines. However, they are not appropriate and updated.	There are documents related to personnel and financial policy guidelines. They are appropriate but not updated and implemented.	There are documents related to personnel and financial policy guidelines. They are appropriate and are updated and implemented.
7.5. Knowledge and skills of members and staff	There are no sufficient staffs in the organisation. They lack educational qualifications, knowledge and skill as per the nature of their work.	There are sufficient staffs in the organisation. They have educational qualifications but lack knowledge and skill as per the nature of their work.	There are sufficient staffs in the organisation. They have educational qualifications and knowledge and skill as per the nature of their work. However, they are not motivated to do their work.	There are sufficient staffs in the organisation. They have educational qualifications and knowledge and skill as per the nature of their work. They are also motivated to do their work.
8. Operation and management of market information system				
8.1. Access to market information	There is no system of market information collection, analysis and dissemination.	There is a system for market information collection. However it is not analysed and managed properly.	There is a system for market information collection. It is analysed and managed properly. However, it is not updated regularly.	There is a system for market information collection. The information is analysed, managed and updated regularly.
8.2. Use of Market information	Market information system is maintained within the organisation. It is not disseminated publicly and no one uses this information.	Market information system is maintained within the organisation. However, it is not disseminated publicly. The information is used by less than hundred traders and processors but not by the farmers.	Market information system is maintained within the organisation as well as disseminated publicly. The information is used by some five hundred traders, processors and farmers.	Market information system is maintained within the organisation as well as disseminated publicly. The information is used by more than one thousand traders, processors and farmers.
8.3. Resources for market	There are no adequate financial, human resources and	There are adequate human resources but lack financial	There are adequate human and financial resources as well as	There are adequate human and financial resources as well as

Indicators	1	2	3	4
information system management	equipment to manage MIS.	resources and equipment to manage MIS.	equipment. However, there is no updated technology to maintain MIS.	equipment. However, there is no updated technology to maintain MIS.
8.4. Market information system and relationship with stakeholders	No formal linkage has been established among stakeholders through MIS.	A formal linkage has been established among stakeholders through MIS. However, it is limited to one or two places.	A formal linkage has been established among stakeholders through MIS. However, it is limited to three or four places.	A formal linkage has been established among stakeholders through MIS and the linkage is spread to more than four places.
8.5. Feedback on policy dialogues	The MIS has no influence in policy formulation.	A basis has been prepared for policy feedback. However, the organisation is not capable to put forward.	A basis has been prepared for policy feedback. The organisation is capable enough to put forward, however, there is little achievement.	A basis has been prepared for policy feedback. The organisation is capable enough to put forward, and there is more than 75% achievement.
9. Networking and relationship with stakeholders				
9.1. Innovativeness of members to establish relationship with local level organisation	The members are not pro-active to keep relationship with regional and national level stakeholders.	Nearly 50% of the members are pro-active to keep relationship with regional and national level stakeholders. However, the relationship is maintained with less than five and is informal.	Nearly 75% of the members are pro-active to keep relationship with regional and national level stakeholders. The relationship is formal although the stakeholders are less than five in number.	More than 95% of the members are pro-active to keep relationship with regional and national level stakeholders. The relationship is formal and the stakeholders are more than five in number.
9.2. Information on organisations involved in agri-business	The organisation has no information on agricultural business. The members and staff are not pro-active to collect information.	The organisation has some information on agricultural business. However, nearly 25% of their members and staff are pro-active to collect information.	The organisation has some information on agricultural business. Nearly 50% of their members and staff are pro-active to collect information, but not in a planned way.	The organisation has adequate information on agricultural business. More than 95% of their members and staff are pro-active to collect information and it is done in a planned way.
9.3. Regional level committees and sections	Organisation has no plan to form regional committees to manage their regional market centres.	Organisation has planned to form regional committees to manage their regional market centres. However, it has not	Organisation has planned to form regional committees to manage their regional market centres. However, only about	Organisation has planned to form regional committees to manage their regional market centres. A satisfactory

Indicators	1	2	3	4
9.4. Management of exhibitions and trade fairs	Organisation has neither participated not organised any trade fair and exhibition related to agriculture.	Organisation has participated but not organised trade fair and exhibition related to agriculture.	50% of the achievement has been realised. Organisation has participated and organised trade fair and exhibition related to agriculture. However, it is not regular.	achievement has been realised as per the plan. Organisation has regularly participated and organised trade fairs and exhibitions related to agriculture.
9.5. Formation of commodity associations and their strengthening	Organisation has no plan to form commodity associations and strengthening them.	Organisation has prepared a plan to form commodity associations and strengthening them. However, less than 25% progress has been made as per the plan.	Organisation has prepared a plan to form commodity associations and strengthening them. However, nearly 50% progress has been made as per the plan.	Organisation has prepared a plan to form commodity associations and strengthening them. More than 75% progress has been made as per the plan.