

# Mid-Term Report of SABIHAA

Outline of the Project and summary of its achievement  
(July 1999 - January 2002)

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Director General of DSCWM  
Resident Representative of JICA Nepal Office

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## Acronym

<b>JICA</b>	<b>J</b> apan <b>I</b> nternational <b>C</b> ooperation <b>A</b> gency
<b>HMG</b>	<b>H</b> is <b>M</b> ajesty's <b>G</b> overnment of Nepal
<b>MFSC</b>	<b>M</b> inistry of <b>F</b> orests and <b>S</b> oil <b>C</b> onservation
<b>DSCWM</b>	<b>D</b> epartment of <b>S</b> oil <b>C</b> onservation and <b>W</b> atershed <b>M</b> anagement
<b>DSCO</b>	<b>D</b> istrict <b>S</b> oil <b>C</b> onservation <b>O</b> ffice/ <b>O</b> fficer
<b>DDC</b>	<b>D</b> istrict <b>D</b> evelopment <b>C</b> ommittee
<b>VDC</b>	<b>V</b> illage <b>D</b> evelopment <b>C</b> ommittee
<b>Ward</b>	Smallest local governance body
<b>Tole</b>	Natural small community
<b>CDFWCPII</b>	<b>C</b> ommunity <b>D</b> evelopment and <b>F</b> orest/ <b>W</b> atershed <b>C</b> onservation <b>P</b> roject <b>P</b> hase <b>II</b>
<b>CBO</b>	<b>C</b> ommunity <b>B</b> ased <b>O</b> rganization
<b>NGO</b>	<b>N</b> on- <b>g</b> overnmental <b>O</b> rganization
<b>ALC</b>	<b>A</b> dult <b>L</b> iteracy <b>C</b> lass
<b>PRA</b>	<b>P</b> articipatory <b>R</b> ural <b>A</b> ppraisal
<b>OJT</b>	<b>O</b> n the <b>J</b> ob <b>T</b> raining
<b>OG</b>	<b>O</b> perational <b>G</b> uideline

## Terminology

### **Saamudaayik Bikaas Tathaa Hariyaalii Aayojanaa (SABIHAA)**

SABIHAA is a NICK NAME of the Project (CDFWCP II) in Nepali language to be familiarized in village. This name is coming from consideration of the official project name and concept as following: Community Development and Greenery Project.

Because of participatory working style, the Project has been regarding its corporate identity as an important issue. This nickname and the Project mark (shown in the cover page) are indispensable tools for the Project to assert itself, to disseminate idea, and to explain its activities.

### **Community Resource**

Community resource refers to all available resources in the community such as:

- ⊗ Natural resource, e.g. forest, land, and water,
- ⊗ Artificial (man-made) resource, e.g. farmland, livestock and community infrastructure
- ⊗ Human resource, i.e. people in the community.

### **Community Based Watershed Management Prospect (CBWMP)**

CBWMP refers to prospects for VDC and Ward based resource management; it consists of comprehension of resources' present condition and their desirable future.

### **Community Resource Management Plan (CRMP)**

CRMP is a mid-term (in principle, for the duration of 3 years) plan of community resource management with specific and pragmatic activities only, prepared based on CBWMP at Ward level.

### **Annual Action Plan (AAP)**

AAP is a detailed annual action plan, based on CRMP. "Annual (year)" refers to a period specified in CRMP; it is neither calendar year nor fiscal year.

**Ward Conservation Committee (WCC)**

WCC, which is organized at Ward level, administrates all the Project activities in the Ward: the Ward members shall be the core members of WCC.

**Users' Group (UG)**

UG is a people's group established to implement sub-project based on AAP. It belongs to WCC.

**Sub-project**

Sub-project refers to a variety of activities, based on CRMP and AAP, and implemented by UG under WCC administration, with support from the Project.

**Integration of Gender and Equity**

Integration of Gender and Equity is extended to all the activities of the Project with the objective of assisting active participation of socio-culturally underprivileged people (i.e. poor people, occupational caste, and women) in community resource management.

**POWER Program**

POWER Program, which is acronym of "Poor people, Occupational caste and Women's Empowerment for Resource management Program", is a special capacity building program for underprivileged people with the objective of assisting their active participation in community resource management.

**POWER/ALC**

POWER/ALC is a special sub-project under POWER Program of which purpose is to empower POWER Group members themselves through Adult Literacy Class.

**Occupational Caste (OC)**

Occupational caste means socio-culturally underprivileged caste, which has relation with some special occupation.

**Participatory Approach**

Participatory approach involves encouragement from the Project to the people in the community; it promotes people's independent action on sustainable community resource management with them as stakeholders, utilizing their own knowledge, ability, labor, local material and fund.

**Empowerment**

Empowerment is a support to increase people's capacity in various aspects, with the objective that such support will encourage people's independent action for community resource management.

**Project Headquarters (Project H.Q.)**

The Project H.Q., located in Pokhara, consists of DSCO and JICA Experts, will carry out the overall Project management and support for the field activities.

**Mid-Level Technician (MLT)**

A Mid-Level Technician from DSCO, located at each target VDC, will monitor and promote all field-based activities of the Project.

**Local Motivator**

DSCO employed 2 Local Motivators (in principle) from each target VDC, who will work with the Mid-level Technician.

**MD Team (Multi-disciplinary Team)**

MD Team will support Mid-level Technicians by providing multi-disciplinary assistance.

# *1. Project Background and Short History of the 1st Phase*

Nepal, situated in a very active orogenic movement belt, has significant altitude diversity more than 8,500m in its 200km width. The land also locates in heavy rainfall area as well as earthquake zone. On the other hand, Nepal is one the poorest countries; and the population has grown all of four times in recent 60 years.

Therefore, besides land disasters caused by steep terrain and heavy rain fall, there are significant deforestation/degradation of forest caused by human factor such as overexploit of forest for farm/pasture land and/or overuse of forest production: and those integrated calamities have become one of the main reason of poverty in hill areas consequently.

That is exactly a typical poverty cycle: all surrounding factors going against.

Based on this situation and the experience of various forest/watershed projects in Nepal including HMG/JICA Forestry Extension Project (1991-1994), HMG requested JICA to establish one new project with concept "Forest/Watershed Conservation through Community Development".

Then, "Community Development and Forest/Watershed Conservation Project" started since July 1994.

This was an entirely new project packaging with another new JICA supported project: "HMG/JOCV (Japan Overseas Cooperation Volunteers) Greenery Promotion Cooperation Project".

Counterpart Organization in HMG was DSCWM under MFSC. The Project selected Kaski and Parbat districts in Western Development Region as target area, and started its activity in 10 VDCs (6 in Kaski and 4 in Parbat).

10 JOCVs were assigned to stay and work in the VDCs, with Mid-level Technician of DSCO, and staff of local NGO contracted with JICA.

6 JICA Experts stationed at the Project H.Q. in Pokhara, and supported the activity in the target VDCs under cooperation with DSCO Kaski and Parbat.

The Project was conducted with "Participatory Approach", "Bottom-up Approach", "Needs Driven" and "Gender sensitivity": facilitated around 900 UGs, and promoted them to manage various sub-projects by themselves.

This 1st phase finished in July 1999 successfully.

Then, HMG requested the improved project to establish a model, which is applicable to other hill areas in Nepal, in order to extend achievements accumulated throughout the project.

Accordingly, the 2nd phase of the Project has started since July 1999, as the same packaging projects. The Project also selected 10 new VDCs in Kaski and Parbat districts (5 in Kaski and 5 in Parbat).

However, because of recent security situation, Japanese government decided to terminate "Greenery Promotion Cooperation Project", dissolve the packaging, and prohibit any Japanese (both JICA Expert and JOCV) and Nepalese employed by JICA to go/stay in rural village.

Then, after a series of discussion between HMG and JICA, the Project has been modified to the new situation.

The modified new Project has started again since August of 2000, with strong ownership of HMG. The new Project has been working as a simple "Community Development and Forest/Watershed Conservation Project Phase II": nicknamed "SABIHAA".

## 2. Fact of the Project

Implementing Agency DSCWM, under MFSC

Implementing body DSCO Kaski, and DSCO Parbat

Collaborative Agency JICA

Project Period 16 July 1999 -15 July 2004 (5 years)

Project Office Project H.Q. In the site of DSCO Kaski, Pokhara, Kaski District  
Branch Office In the site of DSCO Parbat, Kusma, Parbat District  
Liaison Office In the building of DSCWM, Kathmandu

Project Staff

HMG

MFSC

Joint Secretary (Chief of Planning and Human Resource)

Joint Secretary (Chief of Foreign Aid Coordination)

DSCWM

Director General

Deputy Director General

Chief of Planning

Chief of Training and Extension

DSCO Kaski

District Soil Conservation Officer

Assistant Soil Conservation Officer

Mid-level Technician

Site-in-Charge (5), Forest Assistant (1), Woman's Motivator (1)

Temporarily staff

Local Motivator (10)

DSCO Parbat

District Soil Conservation Officer

Mid-level Technician

Site-in-Charge (5), Forest Assistant (1)

Temporarily Staff

Local Motivator (10), Woman's Motivator (1)

JICA

Long-term Expert

Chief Adviser

Coordinator

Community Development

Watershed Management

Gender and Equity

JOCV Chief Adviser (Until October 2001)

Short-term Expert (As for the necessity)

Technical Staff

Field Coordinator (2), Engineer (2), POWER Coordinator (2)

Administrative Staff

Project H.Q. (12), Kusma Branch (2), Kathmandu Liaison (1)



## 2-1. PDM Project Design Matrix

Prepared by: JICA Experts, JOCV, DSCO/DSCWM and the Project staff (24 August 2000)

Narrative Summary	Objectively Verifiable Indicator
<p><b>[ Overall Goal ]</b> Poverty is alleviated and the natural environment is improved in hill areas in Nepal through active management of community resources by the people (both men and women).</p>	<ol style="list-style-type: none"> <li>1. Income of the hill area</li> <li>2. Drop out ratio at schools</li> <li>3. Condition/situation of disaster damage in hill areas</li> <li>4. Forest coverage/situation of hill areas</li> </ol>
<p><b>[ Project Purpose ]</b> A model, which is applicable in hill areas in Nepal, of participatory community resources management on an equitable and sustainable basis with active involvement of the people in its process of planning, implementation, monitoring and evaluation is developed.</p>	<ol style="list-style-type: none"> <li>1. Number of self-reliant WCC</li> <li>2. Number of model activity started in other areas by DSCO/DSCWM</li> </ol>
<p><b>[ Output ]</b></p> <ol style="list-style-type: none"> <li>1. The people in the target areas in Kaski and Parbat Districts increase their capabilities in:               <ol style="list-style-type: none"> <li>a. Organizing and managing their groups,</li> <li>b. Planning, implementing, monitoring and evaluating community resources management on a sustainable basis, and</li> <li>c. Managing community resources on an equitable basis.</li> </ol> </li> <li>2. Counterparts increase their capabilities in:               <ol style="list-style-type: none"> <li>a. Developing Community Based Watershed Management Prospects, and</li> <li>b. Implementing participatory community resources management projects in hill areas adopting/adapting the model developed by the Project.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1-a. Establishment of WCC Well managed WCC</li> <li>1-b. CRMP and AAP formulation Completion of sub-project</li> <li>1-c. Share of female member in WCC UG exclusively organized by women / OC Representation of women/OC in UG Transparency of WCC management</li> <li>2-a. CBWMP formulation</li> <li>2-b. CRMP and AAP formulation Completion of sub-project Useful guideline/training/ material for replication</li> </ol> <p>Public information activity</p>
<p><b>[ Activities ]</b></p> <ol style="list-style-type: none"> <li>1-a. To organize, strengthen and monitor Ward Conservation Committees.</li> <li>1-b. To facilitate design, implementation, monitoring and evaluation of Community Resources Management Plans and Annual Action Plans.</li> <li>1-c. To integrate gender and equity consideration into the development process of the Project</li> <li>2-a. To develop Community Based Watershed Management Prospects with participation of the people</li> <li>2-b. To develop the capabilities of counterparts in implementing participatory community resources management projects.</li> </ol>	<p><b>[ Inputs ]</b></p> <p>&lt;Nepal side&gt; HMG</p> <ol style="list-style-type: none"> <li>1. Counterparts and administrative personnel</li> <li>2. Land, Buildings and Facilities</li> <li>3. Operational costs necessary for implementation</li> </ol>



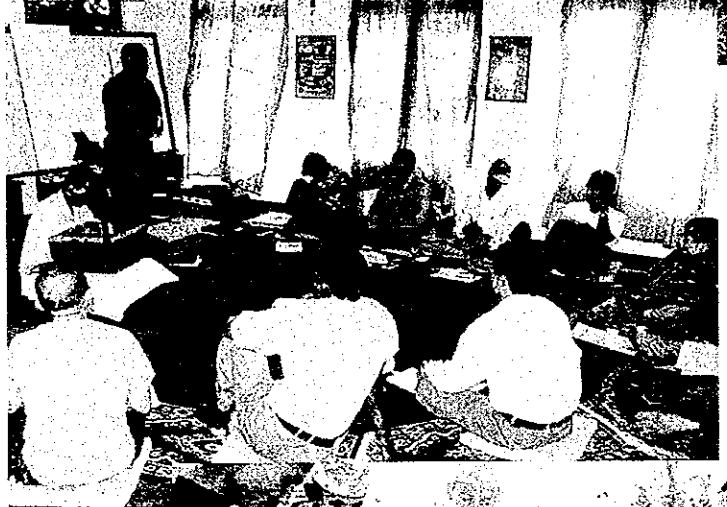
Means of Verification	Important Assumptions
<ol style="list-style-type: none"> <li>1. Reports and statistics of DDC Statistics and Census data of CBS</li> <li>2. Statistics of DEO</li> <li>3&amp;4. Statistics of DSCWM, MoFSC</li> </ol>	<ol style="list-style-type: none"> <li>1. HMG keeps policy for natural environment and poverty in hill area.</li> </ol>
<ol style="list-style-type: none"> <li>1-a. New CRMP planned by WCC</li> <li>1-b. Submitted and accepted proposal based on community resource workshop, CBWMP or CRMP to other agencies from WCC</li> <li>1-c. Fund establishment of WCC</li> <li>2. Records at DSCO/DSCWM</li> </ol>	<ol style="list-style-type: none"> <li>1. HMG adopts/promotes the model developed by the Project.</li> <li>2. Nepalese national economy continues growing</li> <li>3. Population increase in Nepal is decelerated.</li> <li>4. DSCWM adopts/promotes the model.</li> </ol>
<ol style="list-style-type: none"> <li>1-a. Regulation and member list of WCC WCC monthly report Mid-level Technician monthly report Questionnaire to WCC</li> <li>1-b. CRMP &amp; AAP Completion &amp; account report of sub-project from WCC Inspection report of sub-project from DSCO Self evaluation of AAP in monthly report from WCC</li> <li>1-c. WCC member list UG member list Minutes of meeting from WCC Account report from WCC</li> <li>2-a. CBWMP</li> <li>2-b. CRMP&amp; AAP WCC monthly report Mid-level Technician monthly report Contract and inspection report of sub-project Guideline, training manual and other materials Notification Newsletter Suggestion box</li> </ol>	<ol style="list-style-type: none"> <li>1. Counterparts are not transferred outside of target area frequently.</li> <li>2. DSCWM continues to adopt the participatory approach.</li> </ol>
<p>&lt;Japanese side&gt; JICA</p> <ol style="list-style-type: none"> <li>1. Long-term expert (6) <ol style="list-style-type: none"> <li>a. Chief Adviser</li> <li>b. Coordinator</li> <li>c. Community Development</li> <li>d. Watershed Management</li> <li>e. Gender and Equity</li> <li>f. JOCV Chief Adviser</li> </ol> </li> <li>2. Short-term expert</li> <li>3. C/P Training in Japan</li> <li>4. Equipment Provision</li> <li>5. Local cost expenditure</li> </ol>	<ol style="list-style-type: none"> <li>1. Security condition in the target area is not aggravated.</li> <li>2. Villagers understand and actively collaborate with the Project continuously.</li> </ol> <p><b>[ Pre-condition ]</b></p> <ol style="list-style-type: none"> <li>1. The DDC of Kaski and Parbat, target VDC, and the people in target Ward accept the project.</li> </ol>

## 2-2. PO Plan of Operation

No.	Activity	Target	Schedule										
			1999				2000						
			II	III	IV		I	II	III	IV			
<b>1-a</b>	<b>To organize, strengthen and monitor Ward Conservation Committees</b>												
1-a-1	To facilitate formation of Ward Conservation Committees (WCCs)	WCC formation in 10 VDC (88Ward)											
1-a-2	To facilitate establishment of a group fund for each WCC	Funding of WCC											
1-a-3	To organize institution/capacity building activities for WCCs	Training/Guidance for WCC											
1-a-4	To monitor the activities of WCCs and provide necessary assistance in follow-up period	Monitoring, Follow-up											
<b>1-b</b>	<b>To facilitate design, implementation, monitoring and evaluation of Community Resources Management Plans and Annual Action Plans</b>												
1-b-1	To confirm social/gender/natural conditions of VDCs	Base-line Data Collection and Analysis											
1-b-2	To facilitate Community Resource Workshops in each Ward	Community Resource Workshop in each Ward											
1-b-3	To facilitate preparation of Community Resource Management Plan (3 years) in each Ward	CRMP Formulation											
1-b-4	To facilitate preparation of Annual Action Plans	AAP Formulation											
1-b-5	To facilitate implementation and monitoring of Annual Action Plans	Sub-project Implementation and Monitoring											
1-b-6	To facilitate evaluation of Annual Action Plans and feedback to the next Annual Action Plans	Self-evaluation of WCC											
<b>1-c</b>	<b>To integrate gender and equity consideration into the development process of the Project</b>												
1-c-1	To integrate gender and equity consideration into the whole process of the project activities and the Operational Guidelines	Gender and Equity Mainstreaming											
1-c-2	To organize programs to raise awareness of counterparts (C/Ps) toward gender and equity issues	Training and Guidance for C/P											
1-c-3	To organize programs to raise awareness of people toward gender and equity issues	POWER Program											
<b>2-a</b>	<b>To develop Community Based Watershed Management Prospects with participation of the people</b>												
2-a-1	To develop and implement methods of quick survey on natural and social conditions in target villages	Quick Survey Method											
2-a-2	To prepare the Community Based Watershed Management Prospects	CBWMP											
<b>2-b</b>	<b>To develop the capabilities of counterparts in implementing participatory community resources management projects</b>												
2-b-1	To develop capacity of C/Ps through their participation in project activities	OJT for C/P											
2-b-2	To organize training programs, seminars and workshops for C/Ps	Training, Seminar, Workshop, Study Tour											
2-b-3	To provide C/Ps with opportunities to participate in training programs (both inside and outside Nepal), seminars and workshops organized by other institutions	Training, International Seminar, Workshop, Technical Exchange											
2-b-4	To analyze and compile case studies	Case Study Report											
2-b-5	To prepare and improve Operational Guidelines	Operational Guideline											

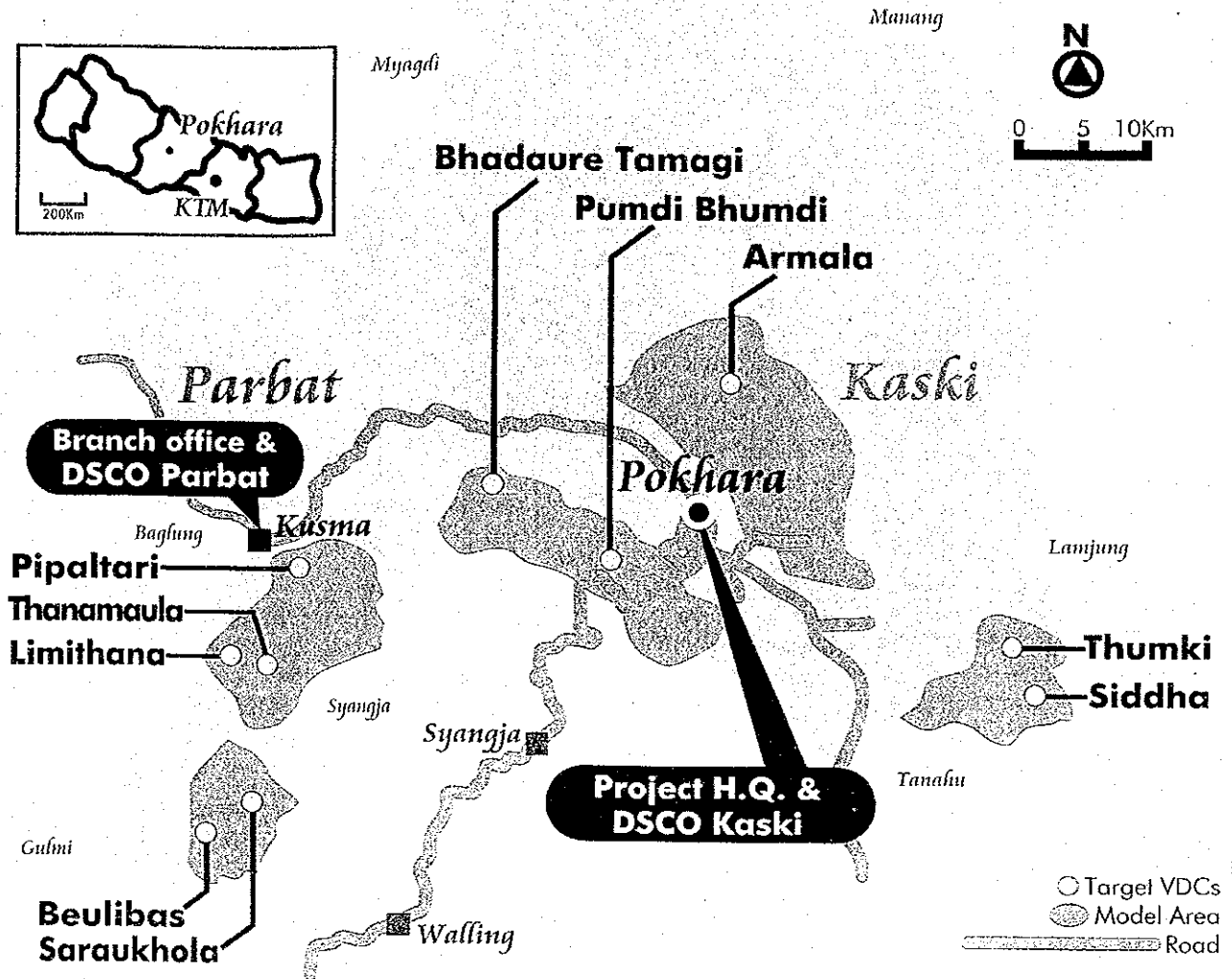
**(Japanese Fiscal Year)**

2001				2002				2003				2004
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## 2-3. Target Area

The actual target VDCs were selected from the model area (in where, JICA carried out Development Study during 1995-1997) in consideration of comprehensive factors and close collaboration with local governance bodies from May to August 1999.



## 2-4. Target Beneficiary

The target beneficiaries of the Project will be organization/group/people such as local communities.

The project will not support each group directly, but will support people through WCC.

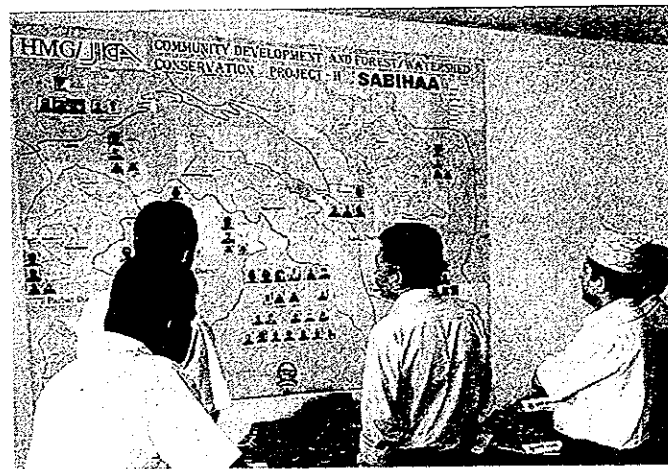
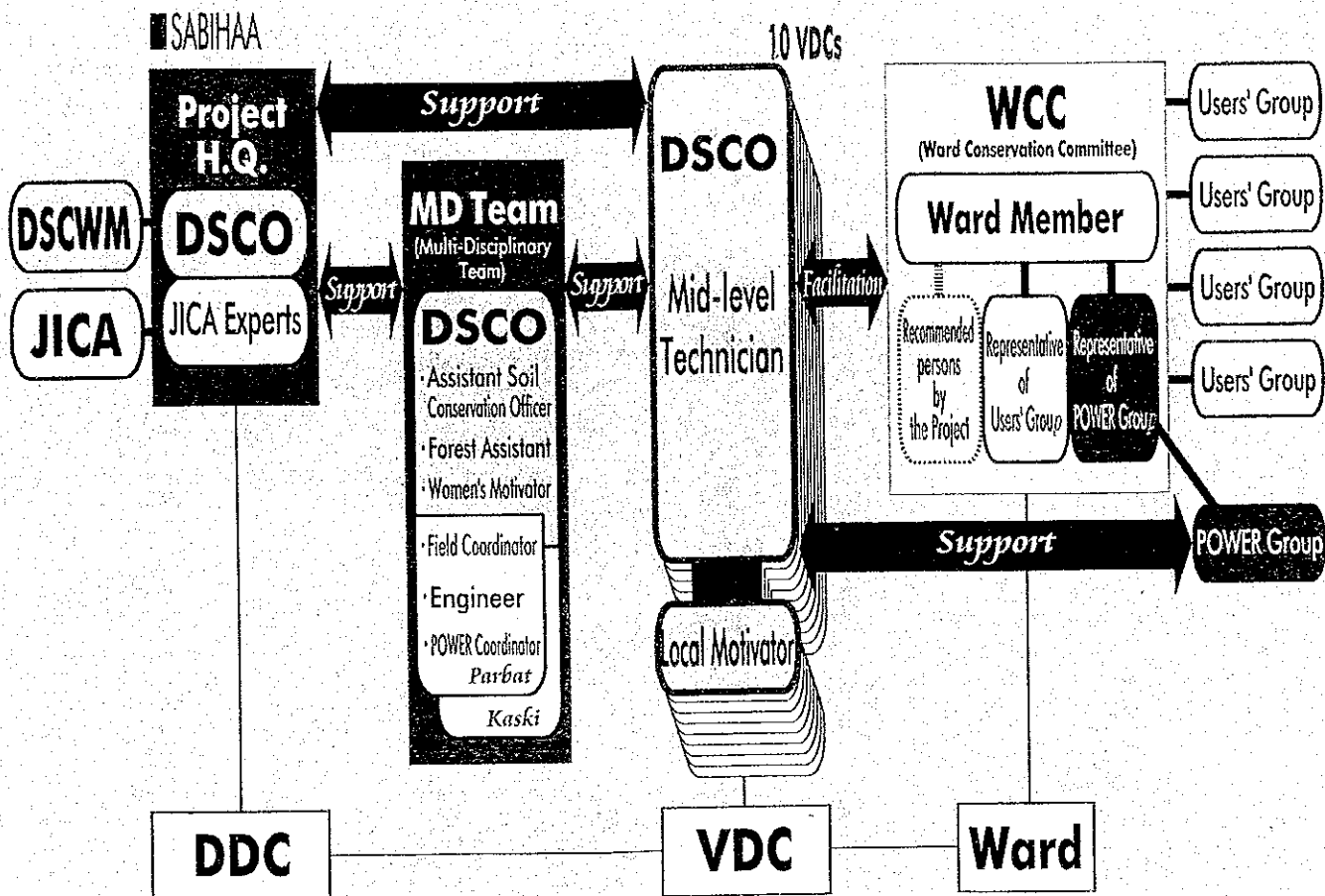


## 2-5. Organization

Line Agency

.....NGO

.....CBO etc.



### 3. Key Concepts

Followings are the key concepts of the Project, based on the guiding principle "Forest/Watershed Conservation through Community Development":

#### Field-oriented Approach

The target community, in other words, the "Field", will be the center of the Project activity. All the Project activities should be implemented in consideration of the "Field" situation, for the solution of "Field" issues, and based on the needs from the "Field".

#### Gender and Equity

It is indispensable to ensure equal involvement of all the people in order to properly promote integrated community resource management through participatory approach.

The Project will pay careful and appropriate attention in order to ensure benefit and equal involvement of underprivileged people.

#### Coordination with Local Governance Bodies

In order to increase sustainability of integrated community resource management through participatory approach and promote it effectively and efficiently, the Project will closely collaborate with local governance bodies, i.e. DDC, VDC and Ward.

#### Participatory Approach

The most essential concept of the Project is drawn from the recognition that sustainable community resource management requires capacity enhancement of the rural people in comprehending and solving their own problems, since these people depend on the utilization of their community resource for living.

#### Integrated Community Resource Management

In promoting community resource management through participatory approach, the Project will support integrated community resource management at ward level with a view that various resources in the community are linked through use by its people for their daily life.

#### Empowerment

With a view that integrated community resource management requires enhancement of people's capacity, the Project should pay due consideration to ensure that each component will serve as an OJT in the capacity building of the people.

#### Collaboration with NGO/CBO

In order to promote effective and efficient integrated community resource management through participatory approach, the Project will, collaborate with local NGO and CBO, through WCC.

# 4. Scope of Sub-project and the Budget

## 4-1. Target Sub-project

Candidacy for the Project supported sub-projects will apply to all activities directly or indirectly related to community resource management.

However, below mentioned sub-projects would not be considered for the Project support, with a view that indirect benefit brought from the implementation of sub-project, which is enhancement in people's capacity, is as important as direct benefit

### Principle of the Project = Scope of supportable Sub-project (Consistency is necessary)

#### Overall Goal

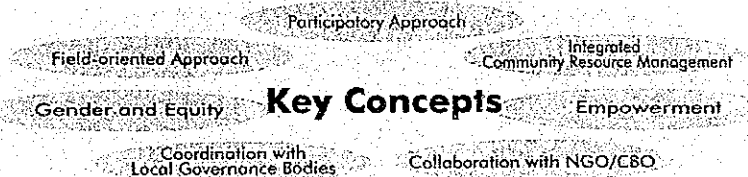
Poverty is alleviated, Natural environment is improved

#### Project Purpose / Objectives

To assist local communities for higher standard of living

The people increase their capabilities in:

- organizing and managing their groups,
- planning implementing monitoring and evaluating community resources management on sustainable and equitable basis



#### Definitely insupportable Sub-project

- **Motor road** : may be harmful to environment
- **Electricity, Telecommunication** : too technical for participatory approach
- **School, Health Post construction** : should be supported from other line agency/donor
- **Life Improvement** : no / very low public benefit (except for POWER Program)

#### Limits from "a matter of course"

- **Impossible to implement physically and/or practically**
- **Too big** : too large supporting budget ; over 200,000NRs.
- **Too small** : too small supporting budget ; under 10,000NRs. (except for POWER Program)
- **Already supported by other line agency/donor**



## 4-2. Supporting Budget

In principle, the total budget for 3 year activities to be supported by the Project under the CRMP is the sum of 2,500 NRs per household multiplied by the number of household in the Ward. In the event that the total amount exceeds 300,000 NRs, 300,000 NRs is determined as the budget (maximum limit). Similarly, when total amount is below 100,000 NRs, 100,000 NRs becomes the budget for that Ward (minimum limit).

In addition to the above mentioned "supporting budget", the budget for capacity building activities such as training, study tour, orientation, POWER/ALC and other POWER Program activities has been allocated appropriately.

## 4-3. Cost sharing between the Project and the people

Cost estimation of sub-project will be computed based on the DSCO standard with necessary adjustment such as modification for the price of market materials to reflect transportation cost. Then, the Project will determine the ratio of its support to the total sub-project cost, based on the following principles.

- Standard support ratio will be established to provide resources not available from the community. Those items include market materials and skilled labor
- Upward adjustment will be made for sub-project with high public benefit (cases where expected benefit reaches beyond the target Ward and/or covers downstream area; examples include tree plantation, forest conservation and erosion control)
- Downward adjustment will be made for sub-project with benefit to individuals (cases where expected benefit directly goes to individuals; example includes toilet construction)
- Besides, in view of the gender and equity perspective, upward adjustment will be made for sub-project with participation by underprivileged people

**Table of Support Ratio for Sub-project**

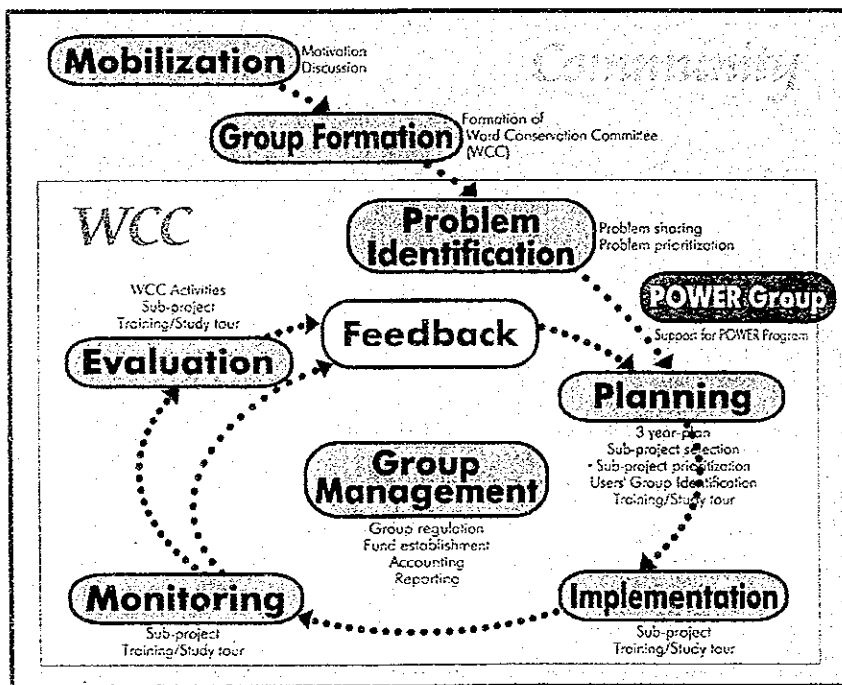
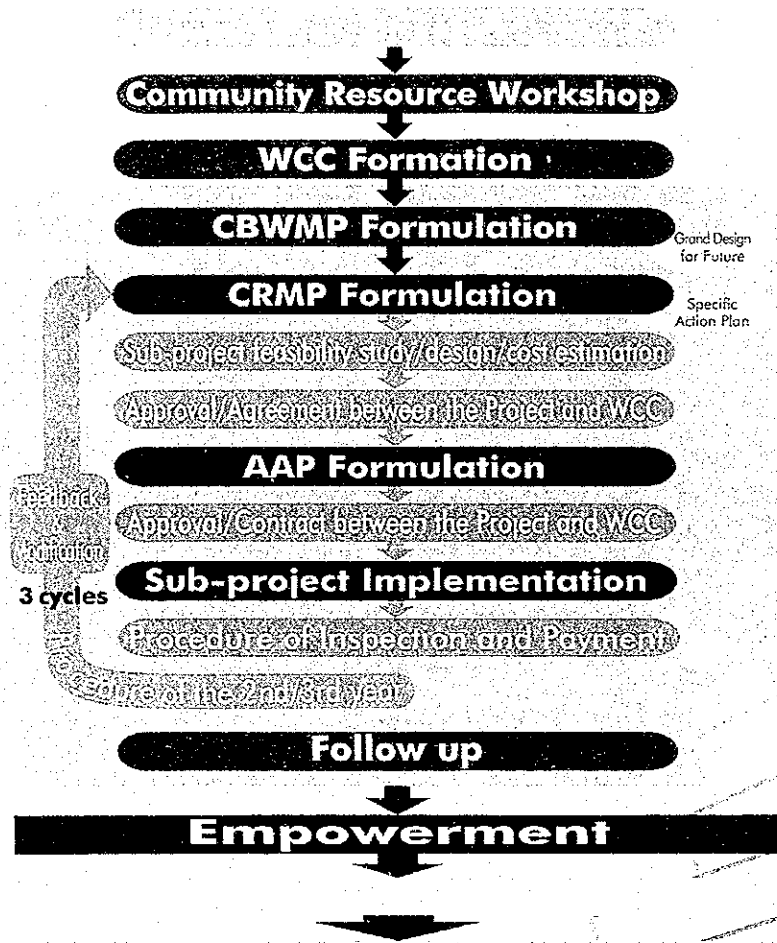
Type of Sub-project	Basic Ratio	Adjustment Ratio for activities		Adjustment Ratio for UG
		Benefits to private	Benefits to public	
Plantation, Fencing for plantation etc.	50%		(+10%)	(+10%)
Landslide/Gully control, River bank protection	50%		(+10%)	
Conservation pond construction	40%			
Trail improvement	40%			
Drinking water scheme	60%	(-10%)		
Water source protection	50%			
Irrigation scheme	50%			
Trail bridge	60%			
Toilet construction	30%	(-10%)		



# 5. Operation Procedure

The expected final accomplishment of the Project is that based on their initiatives the people will acquire capacity to implement appropriate resource management. Thus, overall activity of the Project is designed as an OJT for the people's capacity building, although each sub-project has its own direct benefit for the people. The outline of the procedure is shown in the figure in this page;

The detail of the Project operation procedure and its regulation are described in "Operational Guideline" which is distributed to all the Project staff and WCC.



## 5-1. Information collection and Dissemination

Mid-level Technician and Local Motivator will conduct information collection regarding the Ward. Also, Mid-level Technician and Local Motivator will carry out general information dissemination about the Project.

## 5-2. Community Resource Workshop

In principle, community resource workshop will be held based on per Ward as a unit. In the workshop, the participants will discuss about the overall image of the community's resource, their present problems, problems that they predict to face in the future, cause and effect related to those problems, and based on the examination on those matters, will consider an image they should aim for their future.

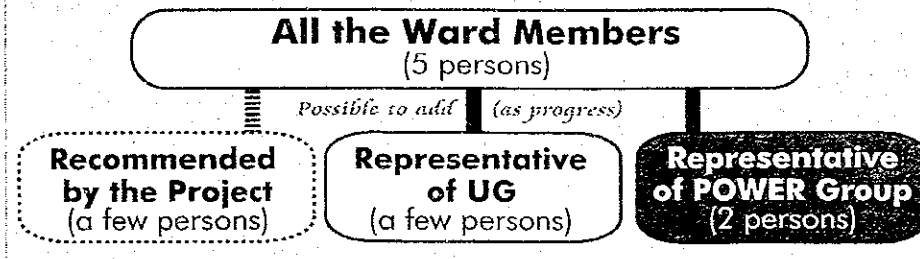
## 5-3. WCC Formation

Based on the result of the community resource workshop, and by approval of the workshop participants, WCC will be formed as a core organization for people in the community to plan and implement integrated community resource management.

After WCC formation, the Project will conduct introductory training to WCC executive members in order to let them have a substantial understanding of significant issues prior to the commencement of their activities.

### Composition of WCC

*Around 10 persons in total. At least 30% female members (50% strongly recommended)*



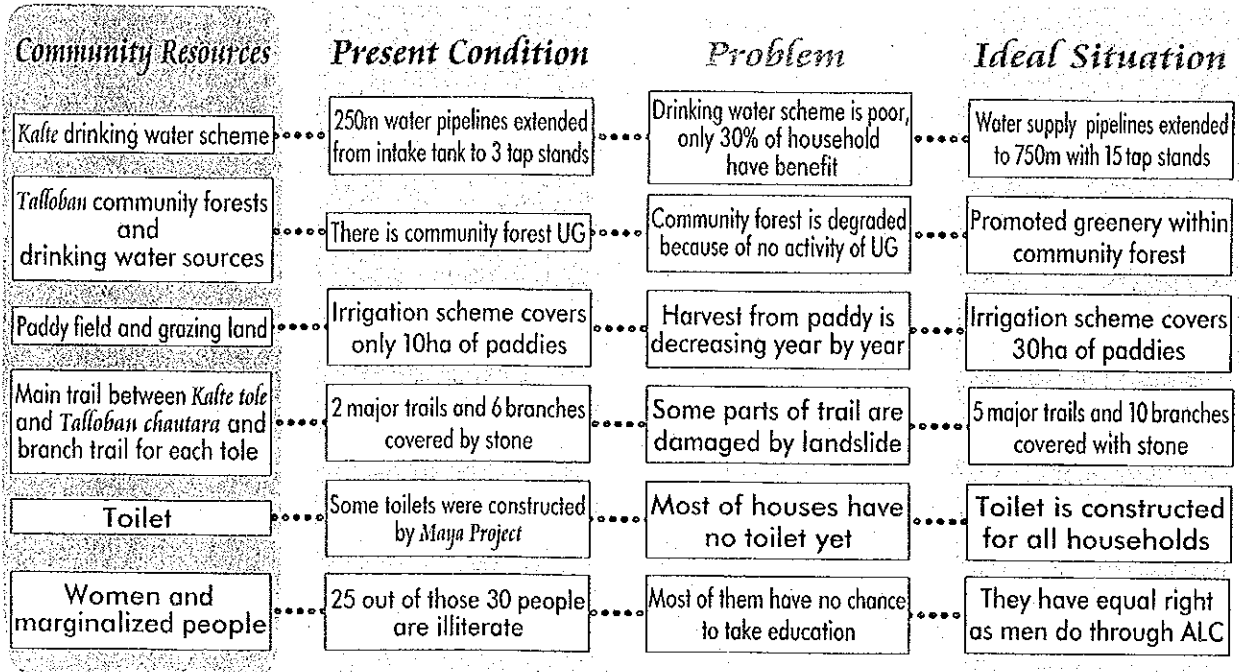
### Role of WCC

Mother Body of Community Resource Management of the Project

- **Formulation of CBWMP, CRMP & AAP**
- **Facilitation of people's participation with Mid-level Technician and Local Motivator**
- **Intermediary work between people and Mid-level Technician and Local Motivator**
- **Administration of UG & Sub-project**
- **Preparation for Monthly Report**
- **Support of POWER Group and Supervision of POWER Program**
- **Fund establishment**

## 5-4. CBWMP Formulation

WCC will formulate CBWMP, based on the result of community resource workshop. CBWMP will be a grand design of the future of the Ward, which illustrates the best practical image of "future situation of the community's resource" based on the present resource condition and its management situation.



## 5-5. CRMP Formulation

Based on CBWMP with support from Mid-level Technician and Local Motivator, WCC will formulate CRMP from a standpoint of "specific activities for mid-term period of time (3 years) that will move WCC members closer to their ideal state illustrated in CBWMP".

Harmonization and adjustment with consideration on middle/long term development plan of VDC will be highly appreciated. Hence, representatives of VDC should join the process.

## 5-6. Sub-project Feasibility study/Design/Cost estimation

At the adjustment phase of CRMP, WCC will carry out feasibility study, environmental impact assessment, basic cost estimation and necessary designing of each sub-project.

## 5-7. CRMP Approval/Agreement between the Project and WCC

After examination and approval of CRMP, the Project and WCC will exchange agreement of overall Ward based Project activity described in CRMP.

## 5-8. AAP Formulation

AAP is a specific as well as practical action plan for the year.

At the same time, WCC will form a UG for each sub-project as an implementing body for the sub-project.

## 5-9. AAP Approval/Contract between the Project and WCC

Then, the Project will examine and approve AAP; the Project and WCC will enter into contract of each sub-project implementation of the year.

## 5-10. Sub-project Implementation

After the contract between the Project and WCC, each UG will implement sub-project, under administration by WCC.

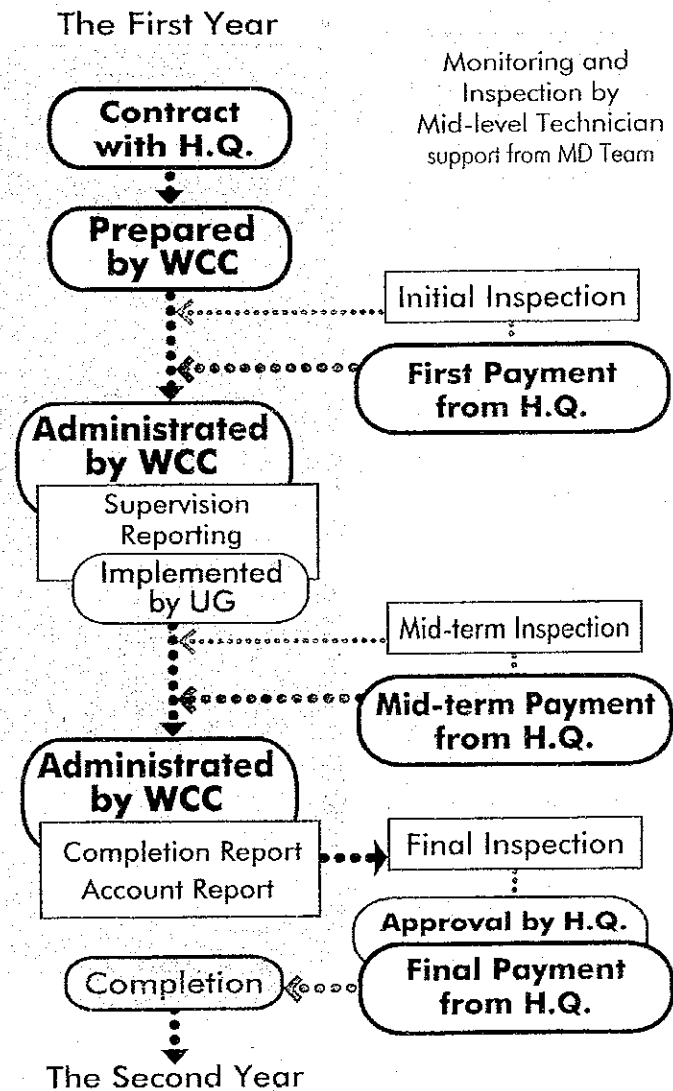
## 5-11. Procedure of Inspection and Payment

After the completion of sub-project, WCC will report an account to the UG and should obtain its approval. Then, the WCC will submit the account report to Mid-level Technician; and the Mid-level Technician will inspect the sub-project.

The Project H.Q. will check the inspection report, and pay for the sub-project.

## 5-12. Procedure of the 2nd/3rd year

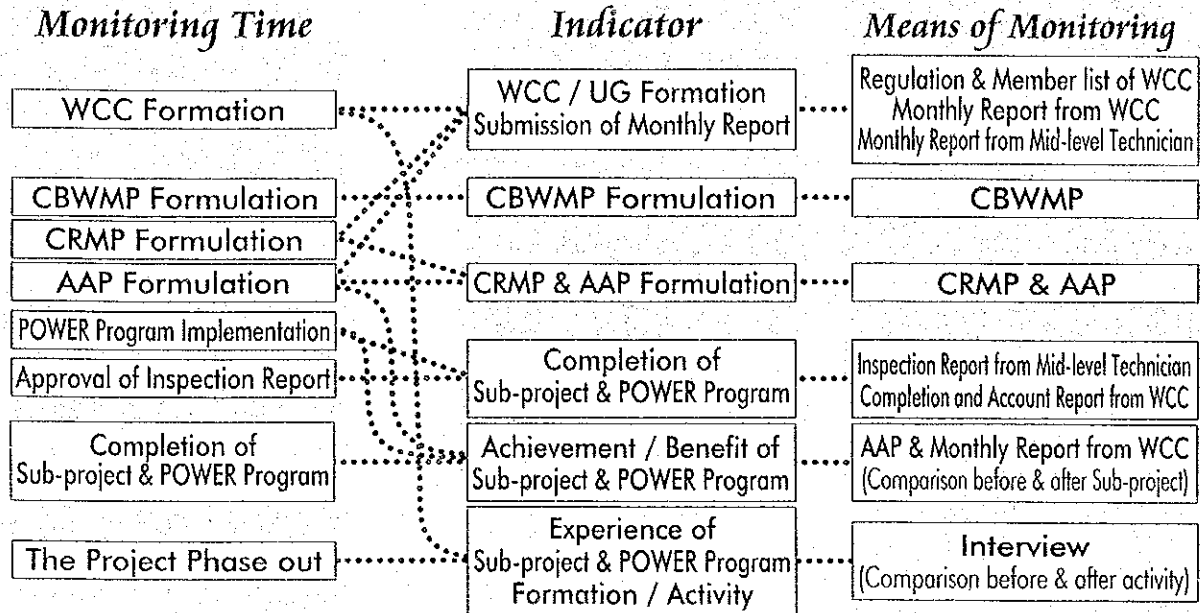
In the second and the third years, the Project activities will start from the formulation of AAP, and follow the same procedure to the first-year. It is acceptable to revise CBWMP and/or CRMP.



## 5-13. Monitoring and Evaluation

The Project will monitor WCC and POWER Group activity/sub-project progress through the Project implementation procedure such as monthly report, CRMP, AAP, agreement on CRMP, sub-project contract as well as field visit by staff.

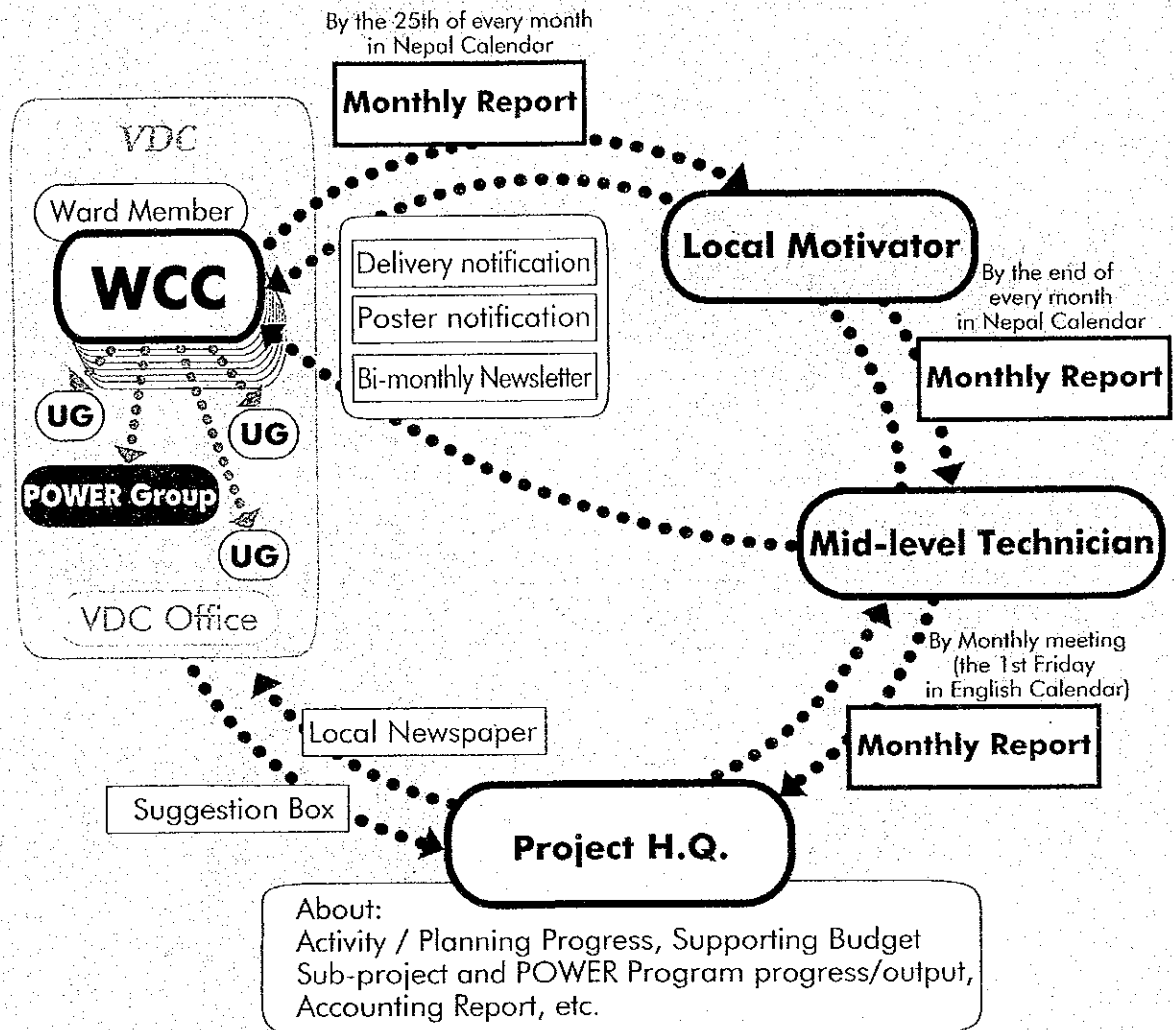
Besides, the Monitoring and Evaluation of the total Project has been carried out periodically based on the "Monitoring and Evaluation Plan" agreed between HMG and JICA.



## 5-14. Public information activity and Political neutrality

In order to secure transparency on the Project implementation among all of the concerning people, the Project provide all kind of information such as sub-project progress, supporting budget, account report to all VDCs and Wards, through various channel.

The Project also will maintain political neutrality at any time, any place, and in any situation: thus, the Project will never support any political activity or political group.



## 5-15. Follow-up

The follow-up phase will start from;

- 16 June 2004,
- or, the end of CRMP term,
- or, the end of the year for respective AAP, when the entire budget has been expensed.

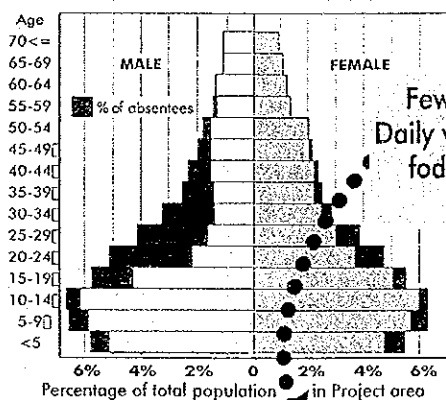
In follow-up phase, WCC will endeavor to sustain integrated community resource management without substantial support from the Project. Some excellent WCCs will be awarded by the Project.

# 6. Gender and Equity

## 6-1. Integration of Gender and Equity

**In Nepal, women and occupational castes are suffering from their unequal and inequitable situations such as :**

- ⊗ Difficult to participate in meeting at decision making level.
- ⊗ Difficult to take education.
- ⊗ Difficult to get information within their own community.
- ⊗ Subject to getting their income and possessions exploited.



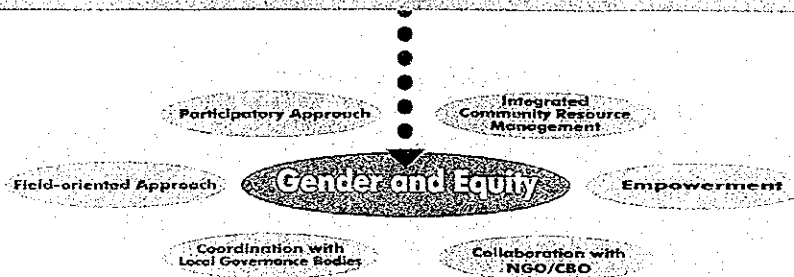
Few men staying in village  
Daily works collecting firewood,  
fodder and fetching water  
are women's work

Few chance to attend/speak  
at village meeting

Women are involved in most of  
the community resource management

Deciding disadvantageous role  
for women and occupational caste

**The success of community resource management crucially depends upon the active participation and empowerment of women and occupational castes.**



The Project promote the integration of Gender and Equity in every aspects of the Project activity. As follows:

### Group Activities

- ⊗ To keep at least 30% of women member in WCC.
- ⊗ To give intensive support for the sub-project, of which UG composed women and/or occupational caste.

### Training

- ☉ To emphasize repeatedly the importance of Gender and Equity in trainings for village people.

### Technology Transfer to the Counterparts

- ☉ To emphasize the view point of Gender and Equity through daily work.
- ☉ To conduct regular and special trainings on Gender and Equity.

## 6-2. POWER Program

Each WCC will establish one POWER Group, and conduct POWER Program: a special capacity building program for underprivileged people.

Adult literacy class will be the first and the most important activity and called POWER/ALC because of the differentiation from usual adult literacy classes. The structure and approach taken by POWER/ALC lead member to act as group, confidently express their opinion in public and take some actions for their community development including the community resource management.

### Main Activities

#### POWER/ALC

- ☉ To be composed of four different levels of courses.
- ☉ To develop educational materials that integrate the importance of natural resource management.

#### Field visit, Training or Study Tour

- ☉ To visit successful POWER/ALCs, ALCs or other empowerment activities.
- ☉ To expose POWER Group members themselves into new environment and broaden their mind.
- ☉ To conduct trainings based on their needs.

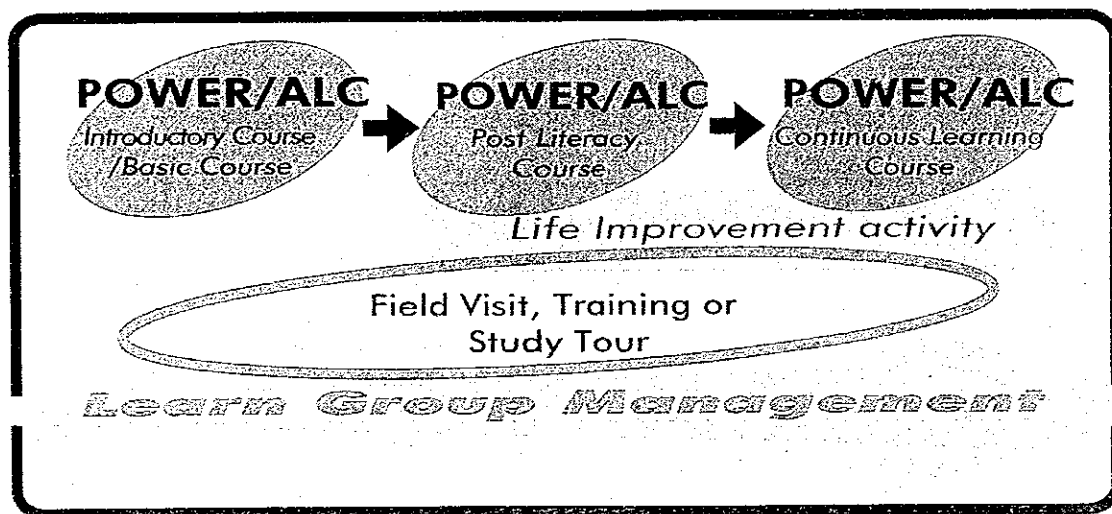
#### Life Improvement Activity

- ☉ To support life improvement activity such as using improved cooking stoves and kitchen gardening. (Only members who intend to take post literacy course will be able to participate in this activity.)

#### Group Management

- ☉ To learn about group management through the activities above mentioned.

# P O W E R P o o r P e o p l e O c c u p a t i o n a l c a s t e a n d W o m e n ' s E m p o w e r m e n t f o r R e s o u r c e m a n a g e m e n t P r o g r a m





## 7. Achievement of the Project-Output level-

Achievement of the Project in the former half (Jul 1999 - Jan 2002) is shown here: and the item follows "Output" in "Narrative Summary" of the PDM: Project Design Matrix (see page 10);

1. The people in the target areas increase their capabilities in:
  - a. Organizing and managing their groups,
  - b. Planning, implementing, monitoring and evaluating community resources management on a sustainable basis, and
  - c. Managing community resources on an equitable basis.
2. Counterparts increase their capabilities in:
  - a. Developing Community Based Watershed Management Prospects, and
  - b. Implementing participatory community resources management projects in hill areas adopting/adapting the model developed by the Project.

It is necessary to announce that;

- ⊗ This "Achievement" is the achievement grasped before the end of Poush 2058 in Nepal Calendar (before 13 January 2002 in English Calendar).
- ⊗ This report is the "Mid-term Report", so that some "Objectively Verifiable Indicator" and/or "Means of Verification" in the PDM cannot be used at this stage consequently.
- ⊗ This Project adopts "Participatory approach", so that the progress of activity in each WCC depends on their own schedule/plan. The unevenness of the progress among 88 WCCs is a matter of course.

### 7-1. The people in the target areas increase their capability in: 1-a. Organizing and managing their groups

Objectively verifiable indicator: Establishment of WCC, Well managed WCC

- ⊗ All target Wards already established WCC (totally 88 WCCs).
- ⊗ The total number of WCC member is 771 (465 male and 306 female): so that average 8.7 person/WCC (5.3 male and 3.4 female)
- ⊗ The Project has conducted training/workshop for WCC and concerned personnel as follows:

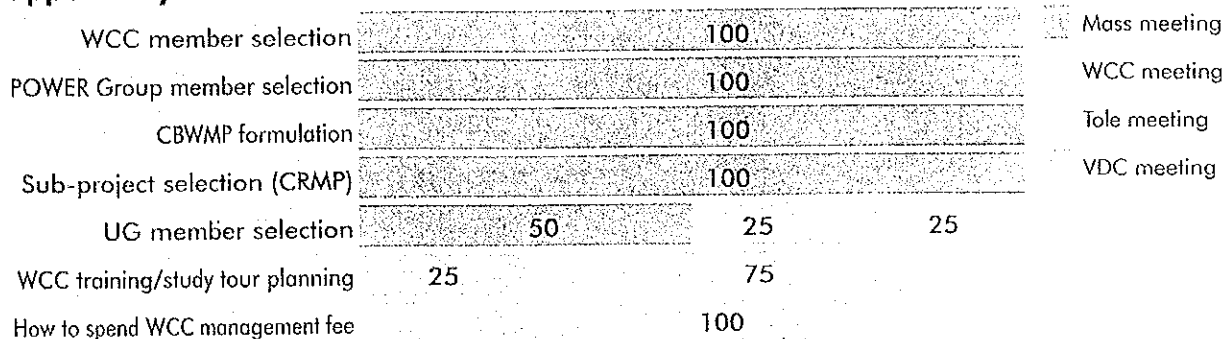
#### Training/workshop for the community people in target areas

Type	Name	Term	Number of trainees(participants)	
			WCC	VDC DDC representative
Orientation on the Project	The Project operational guideline 1	Feb '00		22 7
	The Project operational guideline 2	Aug '00		10
Information dissemination	VDC chairperson workshop	May '00		10
Mobilization and	WCC introductory training	Dec '00- Mar '01	255	
	WCC orientation	Feb '01- Jan '02	219	
Group management	WCC study tour	Oct '01- Jan '02	82	4
<b>Total</b>			<b>556</b>	<b>46 7</b>

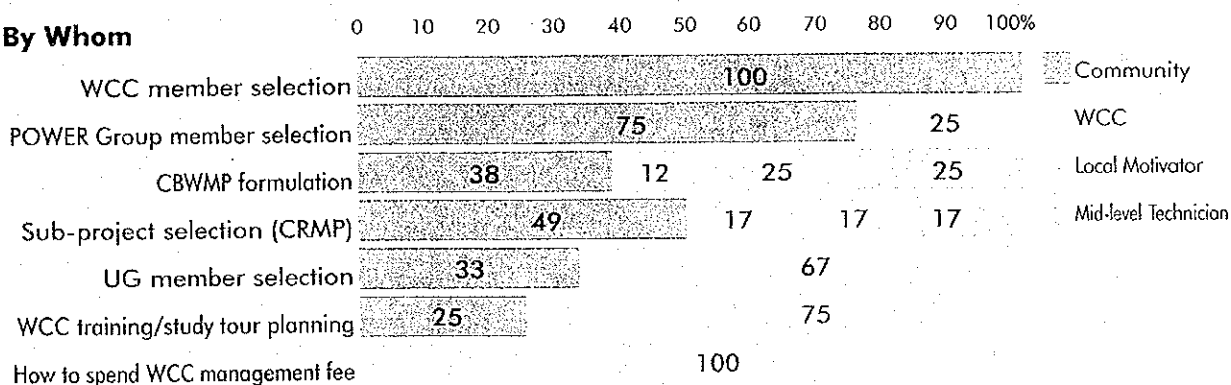
Present situation of "Decision Making" in the community is as follows:

### Decision-making

#### Opportunity



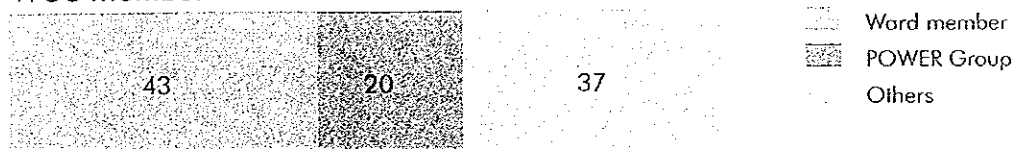
#### By Whom



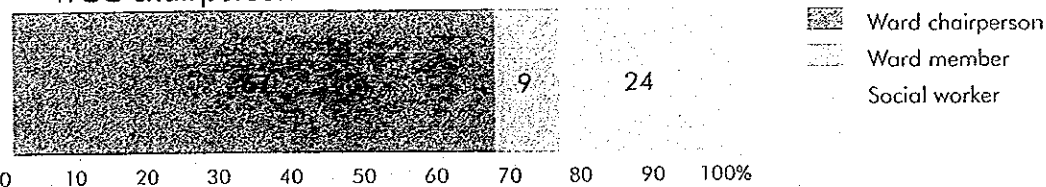
The original titles of the member and chairperson of WCC are as follows:

#### Original title

##### WCC member

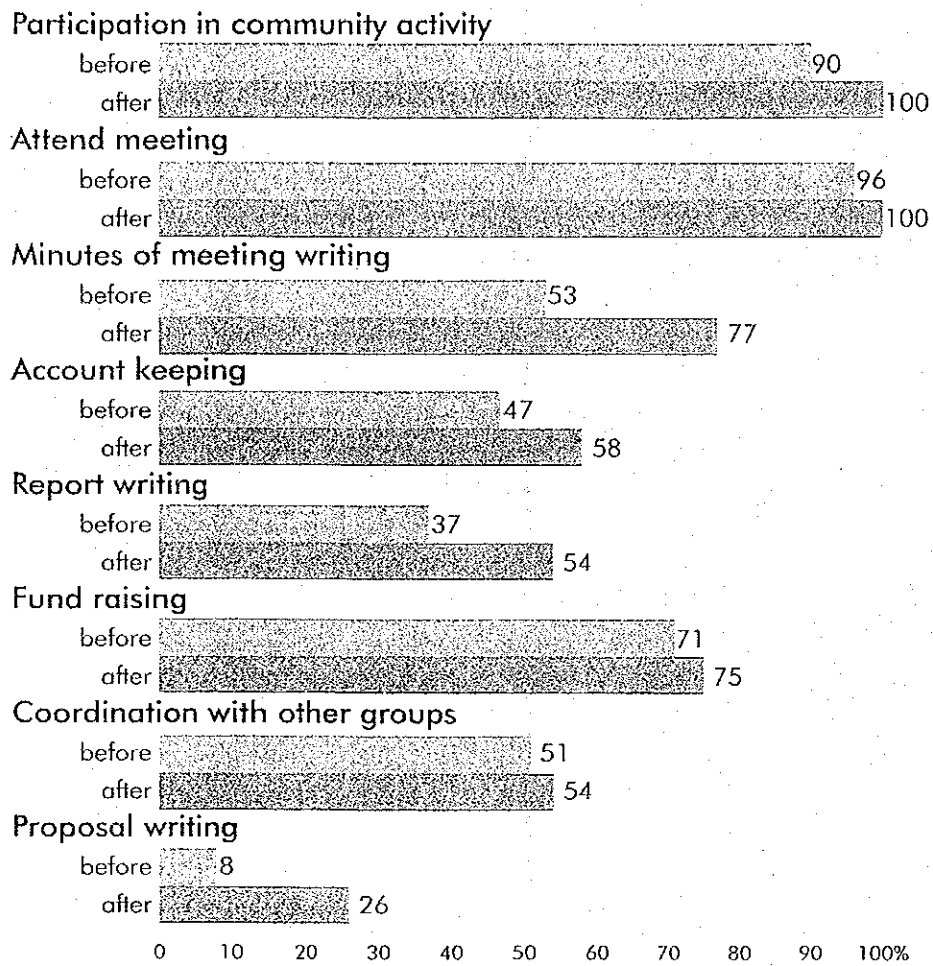


##### WCC chairperson



- The abilities/experiences of WCC member are elevated as follows:

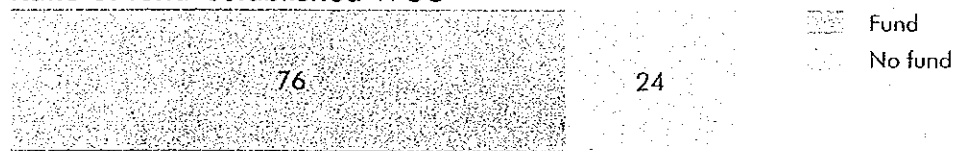
**Comparison before and after the Project**



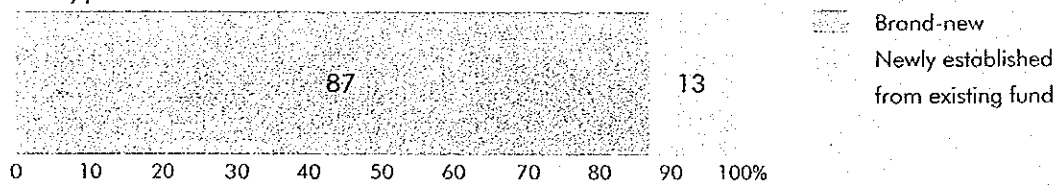
- The Project has been suggesting WCC to establish and utilize fund for helping their activity in the Project. The present situation is as follows:

**Fund**

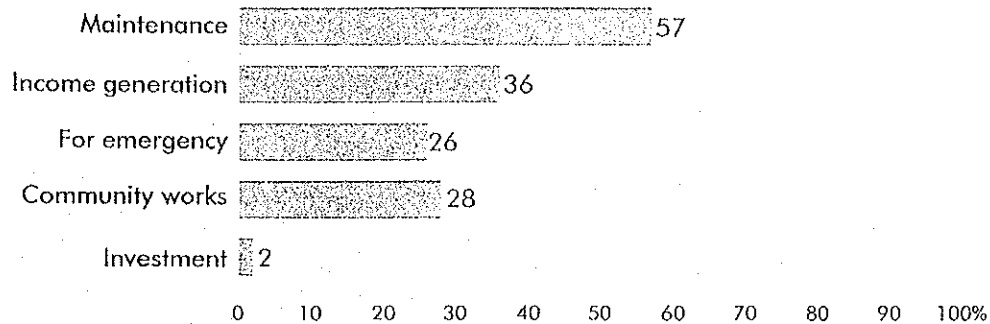
**Ratio of fund-established WCC**



**Type of the fund**



### Purpose of the fund



#### Findings and concerning matters:

At the WCC formation, which is the preliminary stage of the project, both the Project staff and WCC members had insufficient knowledge and skill in the field of group mobilization and people's participation; but now, they already have acquired a lot from the actual experiences. Moreover, at the preliminary stage, only 2 or 3 members of each WCC (in principle WCC chairperson, secretary and treasurer), who took in "WCC introductory training", frequently played important/crucial role in their WCC activities; but now, most of WCC members have been gradually understanding how to organize and manage the groups from learning by doing process through their activities.

These are the results of OJT process of the Project.

Through these group activities, which are empowerment and capacity building processes, the people especially WCC members have been increasing capability to identify their resources, to plan, decide and implement countermeasure as sub-project. However, only 1-year experience is not sufficient to reach maturity in capacity building; because most of them might hardly have such an occasion to acquire this kind of experience in the past.

Thus, most of WCC would require additional facilitation/training on various aspects of group management including proposal/report writing, record keeping, fund establishment, account keeping and coordination with other groups. The OJT will provide such kind of occasion continuously, but some supplementary training based on the needs from the people will be useful to enhance the effect of learning by doing process.

Ownership is one of the crucial issues: the attitude of dependency in the people has not been changed completely.

Firstly, it is necessary for them to have independency of finance: in other words, to facilitate establishment/management of their own fund. Even at this stage, most of WCC have fund already; but they do not know how to manage, how to keep account, and how to increase the amount effectively. It may be useful to train them for practical and systematic fund managing through facilitation and/or developing a guideline of fund management.

Moreover, it is very significant issue to make WCC recognize the meaning and importance of regulation/rule of their own. A well-managed group, even it might have excellent leader, would always have excellently practical transparent regulation/rule. At this stage, all WCC have their regulation already; but those are sometimes only formality. The Project practical activity will help them to use/revise their regulation, and to recognize its usefulness.