Community Rebuilding Plan – Part One

Table of Contents

Introduction

1.1 Organizational Background
- A. ParticipAid
- B. Share Nepal

1.2 Target Community

1.3 Rebuilding Plan in Context
- A. Community-Led Rebuilding Program (CLRP)

Methods

1.4 Workshop 1: Planning By the People
- A. Day 1: Baseline Survey Data Sharing
- B. Day 2: Introduction to Participatory Planning
- C. Days 3-5: Ward-Level Participatory Planning
- D. Day 6: Review & Reflection
- E. Day 7: Village-wide Participatory Planning
- F. Plan Compilation

1.5 Workshop 2: Planning With the People
- A. Day 1: Orientation
- B. Day 2: Rebuilding Plan Design
- C. Days 3-4: Income Generation Plan Design

1.6 Workshop 3: Partnerships
- A. Day 1: ParticipAid and Share Nepal Partnership

1.7 Conclusion
- A. Data Compilation and Report Production
- B. Challenges and Limitations

Annex:

1.4.C.g Planning With the People Group-work Format
1.4.F Planning with the People Combined Plans
1.5.B.a Participatory Project Cycle
1.5.B.b Prioritization - Matrix Ranking of 27 Plans
1.5.B.c Pairwise Ranking of Top 7 Prioritized Plans
1.5.B.d Project Implementation Challenges and Strategies
1.5.B.e Monitoring and Evaluation Concepts and Indicators
1.5.B.f Format for Challenges, Strategies and M&E Indicators
1.5.B.g Challenges, Strategies and M&E Indicators of Priority Projects
1.5.B.h Output, Outcome, Impact

Community Rebuilding Plan – Part One

1.5.B.i Share Nepal Vision and Self-evaluation
1.5.C.a Flow Chart Example – Paddy Farming
1.5.C.b Flow Charts for Income Generation Projects
1.5.C.c Matrix-Ranking to Analyze Options for Income Generation
1.5.C.d Proposal Writing Brainstorm
1.5.C.e Well-Being Ranking
1.5.C.f Challenges, Strategies, and M&E Indicators of Income Generation Programs
1.5.C.g Timelines for Income Generation Projects

Community Rebuilding Plan – Part One

1.1 Organizational Background

A. ParticipAid

ParticipAid was founded by Dr. Erin Moore, a naturopathic physician, as a project of the National University of Natural Medicine (NUNM) in Portland, OR in Dec 2015. ParticipAid builds on Erin's 6 years of community development work, and more recently disaster relief and recovery. Program work is implemented by co-founder Dr. Kamal Phuyal, a Nepalese development practitioner with decades of international experience and a PhD in Participatory Communication. ParticipAid is committed to an approach to disaster recovery that aims to empower communities by building the organizational capacity of existing community-based groups, and ultimately minimize their reliance on foreign aid. In this pilot project, ParticipAid attempts to achieve these aims through the application of participatory methods and tools in a "Community-Led Rebuilding Program" (CLRP), detailed below.

B. Share Nepal

Share Nepal is a non-governmental organization (NGO) established in 2011 in the Rasuwa District of Nepal. In May 2012, they registered with the Social Welfare in Council of Nepal. Their mission is the "establishment of an equitable society with social justice" and their vision is "to ensure healthy, prosperous, dignified and fulfilled living through social transformation of excluded children, *Dalit*, senior citizens, women and other marginalized groups in the community." With the support of international NGOs and individual donors, they have implemented 2 medical camps, several projects in clean water, sanitation, education, and disaster relief (2015 earthquakes).

1.1 Target Community

Laharepauwa Village is a rural agrarian community in the foothills of the Nepal Himalayan mountains in the central district of Rasuwa. In Nepal, districts are divided into areas called Village Development Committees (VDCs), and each VDC is further divided into wards. Laharepauwa Village is composed of wards 4, 5, 6, 7 and 8 of the Laharepauwa VDC, known locally as the 'Dadawari' part of the VDC. The village covers an area of mountainside that begins with ward five (700m) on the banks of the Trishuli river, and ends in ward eight (2,350m). Laharepouwa Village is home to 707 families (3314 people). The dominant ethnic group of is the Buddhist Tamang group (59%), but also present is the Brahmin-Chettri (29%), Gurung, Dalit, Newar, and Magar (all together 2-3% of the population). Second to Buddhism, most locals claim Hinduism as their primary religion (39%), and a 3% practice Christianity.

1.2 Rebuilding Plan in Context

This planning report is the second milestone of ParticipAid's Community-Led Rebuilding Program (CLRP). In the developing world, the work of local non-governmental organizations (NGOs) is essential to community-led improvement. However, following the devastation of a natural disaster, many local NGOs are ill-equipped to serve the sudden overwhelming and severe needs of their constituency. The objective of the CLRP is to engage the whole community in its own rebuilding as a means to foster lasting ownership of recovery projects and community resilience. ParticipAid's approach is to strengthen local NGOs with trainings and support that enhance organizational capacity, skills, and tools that can be useful to self-determine and manage the rebuilding of their community. Part One of the Rebuilding Plan is a record of ParticipAid's training methods

and outcomes. Part Two is compendium of recovery project plans developed through the first two phases of the CLRP, and is intended to be used as a tool to fundraise and advocate for Share Nepal and their plans. The CLRP in its entirety can be summarized as follows:

PHASE 1: Participatory Assessment [1-3 months]

- Production of Baseline Survey Report.

PHASE 2: Participatory Planning [1-3 months]

- *Production of 5-Year Community Rebuilding Plan.*

PHASE 3: Pilot Project Implementation [3-12 months]

- Implementation of Livelihood Development Project.

PHASE 4: Participatory Monitoring & Evaluation (M&E) [1 year]

- Production of M&E Reports of Pilot Project.

PHASE 5: Mentorship & Continued Participatory M&E of New and Existing Projects [3-4 years]

- Support of local NGO in proposal writing, project implementation and management, M&E of identified projects for the duration of the 5-year plan.

ParticipAid approached Phase 2, Participatory Planning, with the following objectives:

1. To compile the local collective voice in a way that can be more easily shared and responded to by actors in the humanitarian system.
2. To provide local leaders with practical education and experience in participatory project design.

1.4 Workshop 1: Planning By the People

Dates: 03/23/16 – 03/29/16

Key Players: Lead Facilitator – Dr. Kamal Phuyal
Assistant Facilitator – Sharmila Shresta
Share Nepal Chairperson – Ram Sharan Acharya
4 Share Nepal board members
10 Share Nepal Local Facilitators

A. Day 1: Baseline Survey Data Sharing

In a one-day group session, Kamal reviewed the major facts, figures and outcomes uncovered in the survey with the Share Nepal board and local facilitators. Then the group analyzed and discussed the major problems faced in each ward.

Community Rebuilding Plan – Part One

Note: During this time several potential mistakes were noted in the data, including figures such as reported education level, classroom size, toilet availability, etc. These figures were assigned to be verified by each ward's local facilitators by the end of the week.

B. Day 2: Introduction to Participatory Planning

In this didactic one-day training session, the following occurred:

1. Review and discussion of participatory planning philosophy and tools.
   Note: Participants had particular concerns about handling both outspoken people and very quiet people in group discussions. Kamal suggested some facilitation strategies and techniques, and supported the participants in practice exercises.
2. Development of Share Nepal's objectives for participatory planning exercises.
   a. To share the major outcomes of Baseline Survey with people.
   b. To discuss different planning approaches with participants, and make them aware of Share Nepal's reasoning to plan in a participatory way.
   c. To engage local people in whole planning process.
   d. To make plans to address the major problems outlined in the Baseline Survey.
3. Review and acceptance of suggested format for ward-level participatory planning exercises.
   a. Share Nepal Introduction
   b. Objective sharing
   c. Discussion of top-down vs. bottom-up planning, rationale for local people's engagement
   d. Discussion of concerns and questions
   e. Baseline Survey results sharing
   f. Prioritization of problems
   g. Group work to develop targeted plans
   h. Presentation of plans
   i. Closing

4. Development of participatory planning guidelines. (Drawn from district government requirements, Kamal's experience, and participants' ideas.)
   a. Plans should follow all national laws
   b. Plans should be founded on problems identified in the Baseline Survey
   c. Plans should be affordable and realistic for village context
   d. Plans should respect local culture and human and environmental rights
   e. Plans should be able to be completed within 5 years of initiation
   f. When a proposed plan is presented, everyone in the group must agree to listen and try to understand. Questions can be asked for clarification, modifications can be made, but no plan can be rejected.

5. Determination of agenda, roles and responsibilities for ward-level planning in coming days.

Day 1: Ward 6 planning
Leads: Kamal, Ram Sharan
Assistants: all
Day 2: Wards 5, 7, 8 planning
Leads: Local Facilitators from wards 5, 7, 8
Assistants: Kamal, Ram Sharan
Day 3: Ward 4 planning
Leads: Local Facilitators from ward 4
Assistants: any Local Facilitator
Day 4: Review and Reflection
Day 5: Village-wide planning
Leads: Kamal
Assistants: Sharmila, Ram Sharan, any Local Facilitator

C. Days 3-5: Ward-Level Participatory Planning

Meeting times and locations were spread by word of mouth. Ram Sharan made in person attempts to invite key persons such as Citizen Ward Forum There were an average of 49 participants in each ward (244 total). According to the agenda outlined previously, the following participatory planning process was carried out in each of the five wards:

a. Share Nepal Introduction
b. Objective sharing
c. Discussion of top-down vs. bottom-up planning, rationale for local people's engagement
d. Discussion of concerns and questions

Note: Most local questions and concerns were in regards to funding for the plans that they would spend their time and energy making. Facilitators encouraged that they should think of ways they can solve problems without a big investment from the outside, and assured locals that Share Nepal would actively seek funding. ParticipAid was described as an organization that would help them write proposals and advocate for them with outside funders. At that point, Kamal and Ram Sharan knew of an approximately $20K donation secured from the Seva Foundation for an income generation project, but did not share this fact with local people.

e. Baseline Survey results sharing

Note: Several discussions surrounded the previously-identified mistakes, and were modified and verified to be true by the local participants present. Additionally, there were some facts which surprised local people about their wards. In particular, the relatively low population of children unmasked in the survey was impetus for much discussion of potential causes and effects (Labor migration, poor socio-economic status, poor education and healthcare systems).

f. Prioritization of problems

- This was done using the pairwise ranking tool, or voting.

g. Group work to develop targeted plans

- Participants divided into small categorized groups – e.g. school teachers and social workers, women, farmers and business men, and youth. These groups were then assigned the prioritized problem that most affected their group members.
- Facilitators shared previously developed planning guidelines.
- Groups were given a framework of common considerations in project design. (see Annex 1.4.C.g)
- Groups worked together to add their ideas to the framework, with the support of local facilitators when needed.

h. Presentation of plans

- One by one, each group presented their plans to the larger group. Discussion and minor modifications suggested by the larger group followed. Each plan was verified by the group to have met all guidelines.

i. Closing

- A Share Nepal board member presented their organization's next anticipated steps including: "Planning With the People" workshop to define details and logistics of the day's plans, compilation of all plans into report, return to community to share planning report, approach different organizations and line agencies to gain support for plans.
- Village-wide Planning: the group then elected representatives from the community-based organizations in their ward to attend village-wide planning exercise. There were approximately 7 members from each ward representing CBOs and collectives such as Citizen Ward Forum, mothers group, farmers cooperative, school teachers, school-aged youth, political party representatives, etc. It was requested that potential donors not be invited to the exercise so as not to cause falsely high expectations or inappropriately influence the groups planning ideas.

D. Day 6: Review and Reflection

The lead facilitator, assistant, and all board members and local facilitators convened for one a one-day session where the following occurred:

1. Sharing and recording of all plans resulting from previous days exercises
2. Reflection and sharing of challenges, successes, and lessons learned
3. Preparation for village-wide planning exercise.
   Determination of roles and responsibilities
   Lead: Kamal
   Assistant: Sharmila
   Support: board members and local facilitators were all given various presentation or coordination tasks to ensure a smooth planning exercise.
4. Discussion of potential challenges and strategies to handle them
   Note: Most concerns were of powerful voices, quiet voices, and potential for conflict. De-escalation strategies and facilitation techniques were reviewed and/or practiced in role-playing exercises.

E. Day 7: Village-Wide Participatory Planning

Community Rebuilding Plan – Part One

Thirty-nine people attended this meeting including: CBO representatives elected during ward-level planning exercises, and targeted key people invited previously by Ram Sharan.

Note: The government-appointed local heads "VDC Secretary" and VDC social mobilizer" were invited, but were unable to attend due to previous engagements.

The planning exercise proceeded as follows, and were conducted as in the ward-level planning exercises unless otherwise noted:

a. Share Nepal Introduction
b. Objective sharing
c. Discussion of top-down vs. bottom-up planning, rationale for local people's engagement

Note: Sharmila, also the chairperson for the local NGO Rural Women's Service Center, shared her NGO and constituency's experiences with participatory planning.

d. Discussion of concerns and questions
e. Baseline Survey results sharing

Note: Focus was given to Village-wide data. By that point, all potentially inaccurate data was corrected and verified by the community.

f. Presentation of ward-level plans
   - The previously elected representatives presented the plans designed in their wards to the larger group. There were 60+ plans in total, and at least two hours were spent presenting, discussing, and verifying plans.
   - Ram Sharan presented a brief summary of sectors and major problems covered in the ward-level plans.
g. Development of Village-wide plans
   - Kamal facilitated group discussion about which problems addressed all wards, and which problems were not addressed at the ward-level.
   - The group proposed seven additional needs/problems they felt were not sufficiently addressed:
     1. House reconstruction
     2. Emergency Shelter / Community Center
     3. Income Generation
     4. Youth Unemployment
     5. Village-wide trail construction
     6. Domestic violence
     7. Reconciliation center (similar to a local court)
   - Participants were divided into groups to develop plans to address these needs/problems.
h. Presentation of plans
i. Closing
   - The floor was opened for closing comments from key people and representatives.

Note: Many people, notably elders and various political party representatives, stood up to attest their group's commitment to working together to complete the plans. Though welcomed, there were no voices of dissent recorded during this exercise.

F. Plan Compilation

In the two weeks following this workshop, Kamal and an assistant transferred the 60 + hand-written plans into a digital document, and translated each from Nepali to English. A chart of all plans designed was created. (see Annex 1.4.F) They then took the liberty of combining similar ward-level plans to arrive at 27 unique plans. For example, each ward devised a plan to address the problem of drinking water. These 5 plans were combined into one Village-wide drinking water plan. The 27 plans were printed in Nepali and English and used as the basis for the "Planning with the People" workshop. For the sake of brevity, no raw plans are included in this report, but are available on request.

1.5 Workshop 2: Planning With the People

Dates: 10-13 May 2016

Key Players: Lead Facilitator – Dr. Kamal Phuyal
Assistant Facilitator – Simrin Kafle
ParticipAid Representative – Dr. Erin Moore
Share Nepal Chairperson – Ram Sharan Acharya
4 Share Nepal board members
10 Share Nepal Local Facilitators

A. Day 1: Orientation

Objectives:

- Share news
- Build schedule for coming week
- Build organizational confidence
- Address emergent concerns

Method:

- Informal group discussion, facilitated by Kamal

Outcomes:

- Emergent concern of drinking water scarcity addressed –it was decided that Share Nepal will network with other local NGOs in the Rasuwa district to approach the government with their concerns as a group.
- Erin and Kamal confirmed the availability of approximately $20,000 USD for an income generation project.
- Determined objectives for the workshop program:

- Draft implementation strategies for all 27 plans developed in the Planning by the People phase.
- Finalize a detailed implementation strategy for an income generation project including challenges, risks, M&E indicators, major responsibilities, timelines, and budget.

B. Day 2: Rebuilding Plan Design

Objectives:

- Prioritize potential projects
- Identify challenges, strategies, and potential M&E indicators for each prioritized project.

Methods:

PROJECT PRIORITIZATION

- Participants were re-introduced to the "Participatory Project Cycle", and identified that they had completed both the "Situation Analysis" and the "Planning and Assessment" phases, and have arrived at the "Resource Management" phase. (see Annex 1.5.B.a)
- Participants read brief descriptions of each of their 27 previously-developed plans aloud to each other.
- A matrix ranking tool was then used to prioritize plans - large paper, corn kernels, and 27 cards indicating each plan were used. (see Annex 1.5.B.b)
- The pairwise ranking tool was then used to further prioritize the plans (see Annex 1.5.B.c).

With these exercises, the priority programs in order of importance were determined to be:

- Drinking water improvement
- Income generation
- Quality education improvement
- Agriculture practice improvement
- Toilet construction & Healthcare improvement
- Domestic Violence Reduction

CHALLENGES AND STRATEGIES

- The facilitators then explained the importance of developing local strategies to potential challenges using the examples of cold weather and marriage. (see Annex 1.5.B.d)
- Participants were placed into four groups and requested to identify challenges of different prioritized projects and possible strategies to be applied.

    - Group 1: Income generation
    - Group 2: Drinking water improvement and Agriculture practice improvement
    - Group 3: Quality education improvement and Domestic violence reduction
    - Group 4: Toilet Construction and Healthcare improvement

MONITORING AND EVALUATION

- Facilitators then explained the difference between monitoring and evaluation, and practiced developing indicators for each with the example of feeding a home-made meal to a neighbor. The

- participants then split into pairs to practice this concept applied to other projects of daily life, e.g. farming, housework, and English language courses. (see Annex 1.5.B.e)
- The participants again split into four groups to brainstorm M&E indicators for each of the prioritized projects. A format was provided to discuss on challenges, strategies and M&E indicators. (see Annex 1.5.B.f)
- After the exercise, outcomes were presented among all participants enriched with suggestions and inputs from all. (see Annex 1.5.B.g)
- Facilitators then explained the difference between output, outcome, and impact in project evaluation. With the support of the facilitators, the participants put these concepts into context by revisiting their practice indicators, and categorizing them as indicators of output, outcome, or impact. (see Annex 1.5.B.h)

SELF REFLECTION

- Facilitators then asked participants to apply the lessons learned from the day to their own organization, Share Nepal. Evaluation indicators and challenges for Share Nepal were developed as a group (see Annex 1.5.B.i).

Outcomes:

- Prioritized 7 out of the 27 original project plans
- Developed challenges, strategies, and potential M&E indicators for each prioritized project plan.
- Developed outlines for Share Nepal's 10 year trajectory and evaluation
- Review of participatory tools: matrix-ranking, pairwise ranking

C. Days 3-4 Income Generation Plan Design
Objectives:
With Income Generation project plans specifically,

- Identify the steps, responsibilities, costs and risks involved.
- Finalize income generation activities with detailed implementation plans.

Methods:
INSTITUTIONAL AWARENESS

- The group discussed and recorded their knowledge of organizations that have implemented, or are implementing, income generation projects locally. The strengths and weaknesses of several organization's projects, implementation methods and results were analyzed.
  Note: Participants realized potential for project duplication in their area. Brainstormed ways to cooperate and avoid duplication of efforts.
- Attend NGO meetings in Dhunche to stay informed and let others know of Share Nepal

Invite local reps of other organizations to participate in Share Nepal activities

INCOME GENERATION ACTIVITIES

- The participants generated and discussed a list of potential income generation ideas, drawn from the report of the "Planning by the People" workshop and their own ideas and experience. The below were selected by consensus:
  - Lemon farming

- Kiwi farming
- Ginger farming
- Turmeric farming
- Goat-rearing

Notes:

- *The Baseline Survey revealed that nearly half of families have already received vocational training. Participants brainstormed reasons that many surveyed have not applied the skills learned in the training, and determined the following:*
  - *Poor quality training*
  - *Inappropriate training (lack of employment opportunities after training)*
  - *Lack of follow up and continued support*
  - *Some villagers only attend trainings for food and/or payment*
  - *Too high expectations from local people*

  One vocal member of Share Nepal's board strongly suggested cow-rearing as a potential activity. In his position as the president of the local farmer's cooperative, he asserted that the cooperative would share in costs and responsibilities. After much discussion, and with input from the lead facilitator, it was decided to substitute goat-rearing as it was less costly and more appropriate for poor families.

- The facilitator used a flow chart of paddy farming to demonstrate how to break down responsibilities, costs, and risks according to each implementation step. (see Annex 1.5.C.a)
- Participants were categorized into groups and given the task to discuss the implementation steps of each income generation project - responsibilities, costs and risks involved. (see Annex 1.5.C.b)
- Participants learned throughout the day that there are two kinds of risks
  - Risks within their control
  - Risks out of their control

  After analyzing the risks anticipated for each project, they learned most are in their control, and can be prepared for.

(end of Day 3)

INCOME GENERATION ACTIVITIES

- The group discussed different alternatives for income generation, and the facilitator suggested the following criteria for the discussion:
  A. Weather
  B. Community interest
  C. Market
  D. NOT risky
  E. Beneficial
  F. Socio-culturally favorable
- The best options for income generation in each ward were chosen using a matrix-ranking tool, taking into account all these criteria (see Annex 1.5.C.c). On completion of this exercise, the group finalized the following plans:
  - Ward 4 – Homestay program
  - Ward 5 – Lemon farming

- Ward 6 – Homestay program
- Ward 7 – Kiwi farming
- Ward 8 – Goat rearing

Note: It was determined that more attention should be given to wards 5, 7, and 8 because wards 4 and 6 got more attention from Share Nepal during the period of earthquake relief. On this analysis, it was learned that because of the current season, the optimum time for initiating ginger and turmeric projects has passed. These ideas were replaced with "homestay program" in wards 4 and 6 – supporting local people to host tourists in their homes.

PROPOSAL WRITING

- Discussed potential questions from donor side and brainstormed tools and techniques to find the answers. These questions were explored to prepare the group for information needed in proposal writing and project management. (see Annex 1.5.C.d)

BENEFICIARY SELECTION

- The Facilitator taught the group the "well-being ranking" tool as a method to select appropriate families for income generation activities.
- As an exercise, the participants defined the criteria for indicators to rank their own "well-being". (see Annex 1.5.C.e)

Note:
It was determined in the current environment that this exercise would be best done in small groups of 3-4 people (including those in weak, very weak groups) several times in each ward to determine beneficiaries of income generation projects.
This exercise stimulated very useful and interesting discussion in the group - topics such as origins of poverty, motivations to change were discussed.

- For each project, a discussion of general criteria was facilitated:
  - Homestay: Family must have sufficient interest, space, a simple education, toilet, drinking water, and a water tap.
  - Kiwi Farming: Family must have sufficient land, water facility nearby, must be interested and hard-working.
  - Lemon Farming: Family must have sufficient land, commitment, interest, required labor force in the house, and sufficient water.
  - Goat Rearing: Families must belong to weak or weaker economic status. There should be the availability of fodder.

INCOME GENERATION ACTIVITIES

- As in day 2, the participants split into groups to develop challenges, strategies, and M&E indicators for each of the four selected income generation programs. Outcomes were presented, and input from the group incorporated. (see Annex 1.5.C.f)
- The following general implementation strategy was suggested by the lead facilitator, and accepted with little discussion from participants:
  - Introduction of project to all of ward
  - Beneficiary Selection by well-being ranking tool

  - Approach and engage selected families
  - Complete registration form (to be developed)
  - Group formation to build community and prepare for training
- The facilitator then used the goat-rearing project as an example of how to plan a timeline of activities associated with the project. Participants agreed to create timelines for each of the other three projects on their own. (see Annex 1.5.C.g)

(end of Day 4)

Outcomes:

- Review of organizational tools and concepts: flow charts, responsibility and cost sharing, budgeting, and risk mitigation.
- The above were applied to each of their 5 proposed income generation project plans.
- Income generation activities identified by each ward
- Potential donor and partner organization needs investigated
- Well-being ranking tool introduced
- Challenges, Strategies, and potential M&E indicators for each project were developed.
- The timeline tool was introduced, and developed for the project of goat-rearing.

1.6 Workshop 3: Partnerships

Objectives:

- Finalize partnership agreement between Share Nepal and ParticipAid.
- Identify potential participants for further training (proposal writing, research, facilitation, etc) from the local facilitator and Share Nepal board member group.

Methods:

- The group discussed different forms of partnerships – common local arrangements discussed (parma and adhiya). Using pair-exercises as an example, the group realized a good partnership has equal partners where both are thinking about the other.
- The group discussed organizational identity. Various members of the group practiced answering the questions “What is Share Nepal? What is people-centered development”, while the facilitator encouraged and provided tips to them. Afterwards, ParticipAid’s representative explained ParticipAid’s identity and answered questions from the group.
- The group determined the following objectives common to both organizations:
  - Increase the Socioeconomic position of Laharepauwa
  - Develop a model for post-disaster participatory recovery that can be used to help other people in Laharepauwa’s position.
- The participants split into 2 groups – one to brainstorm roles and responsibilities of each party, and one to brainstorm each party’s benefits. Each group shared their work presentation-style, and incorporated input from other participants.
- A draft agreement was prepared before the workshop. The participants split into pairs to read and review the draft document.

- After discussion and final inputs from the group, it was decided this document would be edited and signed at a later date.
- The group freely discussed their personal desires and interests in terms of the future of Share Nepal's work. Some desired to write more, some to facilitate more, some to coordinate and manage. Their interests were recorded to be used as direction in future conversations of additional training.

Outcomes:

- One year partnership agreement, agreed upon and signed by representatives of ParticipAid and Share Nepal. (available on request.)

1.7 Conclusion

A. Data Compilation and Report Production

All information presented in Parts One and Two of the Rebuilding Plan was collected and translated primarily by Simrin Kafle, ParticipAid's assistant in Nepal, with support by Dr. Kamal Phuyal, ParticipAid co-founder. As Simrin was not present to record methods and activities of the "Planning by the People" workshop, the information in that section was reported and recorded from Kamal's memory of the event. Overall organization and editing was done by Dr. Erin Moore, ParticipAid founder. Graphic design was donated by Maureen Noone of Portland, OR and was completed in September 2016.

B. Challenges and Limitations

Reported from Dr. Kamal Phuyal, paraphrased by Dr. Erin Moore
(Role: ParticipAid's Lead Facilitator for workshops)

1. Lack of Trust: In the beginning, the average local person was not clear about who ParticipAid and Share Nepal were. Some were not very serious to participate, as they did not have trust that we would follow through with our plans. Strategy: Work with a local NGO that is widely known and trusted.

2. High Expectations: Many believe that international NGOs have a lot of money, and the need is very high in our working area, some cannot even feed their families. We spent 4-5 hours in each ward clarifying our intentions, and it took much discussion and patience to manage expectations. Still they are high. Strategy: Hold larger and more frequent workshops earlier in the program to teach about our philosophy, that we can utilize our own resources and rely on each other, and spend more time to prepare them for development and change.

3. Voices of Contempt: Early in the program there was a rumor that Share Nepal had a lot of money and were using it for themselves. A couple who were fed by this rumor directly and indirectly interrupted early planning exercises. We gave these people special consideration, patience and discussion, and now they are convinced and engaged. Strategy: this was an inherent challenge in the environment, we must prepare our facilitators to have productive conversations with voices of contempt.

4. Inexperienced NGO members: They all have enough commitment, but lack in knowledge and skills. Only one receives a salary that allows him to contribute his full effort, and only one is not enough to

sustain their work. If any volunteer board member or facilitator gets a job offer, they will take it and leave the village and Share Nepal's work. Some of the planning exercises that were implemented by inexperienced board members were not fully completed. Strategy: In some ways this is an inherent risk of working with a fledgling organization. More time and funds can be invested in our local leaders so that they are more qualified to hold paid staff positions. ParticipAid could raise more funds to start more than one local leader with reliable pay. This challenge could be avoided by working with an established NGO.

Reported from Ram Sharan Acharya, paraphrased by Dr. Erin Moore
Role: Share Nepal Chairperson

1. Inadequate reach: In ward 5, 128 families don't have enough food to feed themselves, and our lemon farming project there only serves 31 families. We need to reach more families with participatory income generation projects. Strategy: Increase number of project beneficiaries, or offer other programs.

2. Limited land for the poor: After lemon farming orientation and training, still some families planted the trees closer together than instructed. I told them to replant, but they say they do not have enough land. They want to keep using their extra land to grow either grains or fodder for their livestock, which makes it difficult to combine land also. Strategy: Teach them alternative ways to get livestock fodder. If they cannot do that, or find a way to combine land, we can support these families with goat, cow, or buffalo rearing.

3. Long turn-around time for profit: Poor lemon farming families can't take benefit immediately from this project, they need to wait 3 years. Most poor families want to have a quick benefit. Strategy: Spend more time educating about realistic outcomes before project initiation. This project was introduced quickly because of the planting season. For example in ward 7, there is a similar project (kiwi farming, at least 3 year wait for profit) that will initiate approx. 6 months from now. Local facilitators are already talking about kiwi farming a lot. We may see better acceptance there. We can give ward 7 the option of goat farming if they want a quicker profit.

4. Crowded NGO environment: Some other organizations are doing programs in our wards, but the community status is not changing. They do not act in a participatory way, they want to spend and give quickly, and they are raising the expectations of the local people. I've seen money given through "cash in hand" programs misused. Strategy: I am learning from their actions.

5. Government inaction in reconstruction: Everyone's first problem is that they do not have a house. They have said they will come and 1.5 years later, they have not begun. Some temporary shelters were destroyed in the monsoon rains and winds. Strategy: Explore alternative options to rebuilding homes ourselves.

6. Alcohol abuse: This continues to be a big challenge here. Strategy: Engage local mother's group to take control.

Community Rebuilding Plan – Part One

Reported from Dr. Erin Moore
Role: ParticipAid's Program Coordinator

1. Time constraints: This process is very time consuming. It is difficult to report in a timely fashion to donors, while being patient as the process unfolds. I also get the impression that the local people want to see action, not just talking and planning. When we work with the Share Nepal team, we often conclude that we need to spend both more time talking *and* more time acting. As most of us are volunteers, this is often not possible. Strategy: Work in a smaller area where our funds can go farther, or wait for sufficient funding to hire a local staff before initiating the next program.

2. High expectations: In my 6-year history serving this community, only in the last 2 years have I practiced a participatory approach. Many people remember my service in a "top-down" manner, and believe that I have access to lots of money. The initiation of our program may have been a bit more challenging for locals to understand and trust in because of this. Strategy: This is a very unique situation, not likely to be replicated. I was not physically present for the assessment and early planning stages in an attempt to present the program's intentions more clearly, and I think this helped. We should consider the impact of the presence of foreigners at each stage.

3. Cultural / language differences: One of the things this program attempts to do is present to local voice in a way that is easy for Westerners to understand and engage with. I found there to be many challenges in this area. Nepalese people think, behave, speak, and write in a very different way from Americans. To gather and shape the local voice into the form presented in part two of this report took many translations and iterations, and it certainly lost some of its authenticity in that process. Strategy: This may be an unavoidable challenge of the program. We can search for a way to represent the local voice in a more authentic way without losing its potential to engage Westerners.

4. Long-distance working relationships:
   When not in-country, it is more difficult to communicate clearly and regularly with partners on the other side of the world. This is true when I am in the US or Nepal, and it makes the work generally slower and more difficult. Strategy: Continue to try new communication systems, or extend the timeline of our program.

Finally, Share Nepal and ParticipAid would like to express their deepest gratitude to the Seva Foundation for their support in this ambitious flagship program.

Community Rebuilding Plan – Part One

Dr. Kamal Phuyal

Kamal's decades of experience working globally with the rural poor have instilled in him the certainty that the best experts in matters of community development are the local people who will be affected. His vast and varied experience as a participatory development facilitator around the world guides ParticipAid's programs in Nepal. Kamal earned his doctorate in Sociology from Kansai University (Osaka, Japan) in 2013.

Dr. Erin Moore

Erin's years of experience in community development and commitment to Naturopathic principles forged her devotion to struggling communities on their path to empowerment and self-actualization. She brings her knack for extracting simplicity from complexity to ParticipAid's work. Erin earned her doctorate in Naturopathic Medicine from the National College of Medicine (Portland, OR) in 2014.

Simrin Kafle

Since 2009, Simrin has been gathering both field and academic experience in the development field, with a focus on participatory practices that engage local people through all phases of the development process. As she earns her Masters in Public Health from Tribhuvan University (Kathmandu, Nepal), she contributes her talents to ParticipAid's work in research, translation, and program design. Simrin earned her Bachelors in Public Health from Purbanchal University (Kathmandu, Nepal) in 2009, and her Masters in Sociology from Tribhuvan University in 2012.

ParticipAid

ShareNepal

Community Rebuilding Plan – Part One

Annex

1.4.C.g Planning By the People Group-work Format

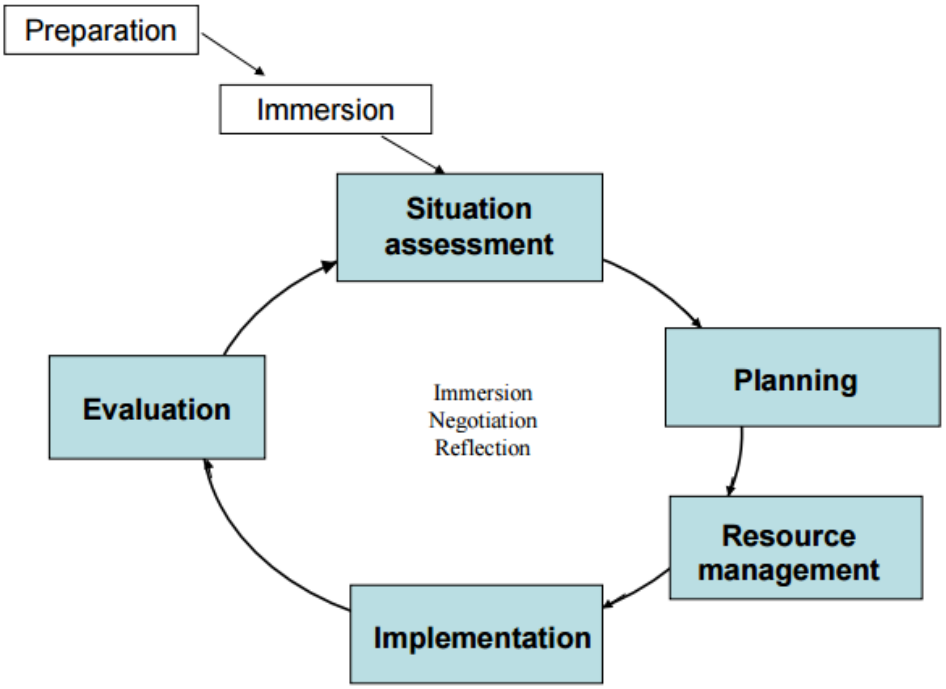
Plans and activities	Beneficiaries	Available Resources	Expected Outcomes	Community Contribution	Required support from partners or donors

1.4.F Planning By the People Combined Plans

	Planned programs	Beneficiary wards				
		4	5	6	7	8
1	Drinking water program	√	√	√	√	√
2	Toilet construction and sanitation program	√	√	√	√	√
3	Quality improvement in health service					√
4	Vocational and technical education	√				√
5	Quality improvement in education			√	√	
6	Youth Unemployment and income generation program	√	√	√	√	√
7	Improvement in agro-farming system	√			√	
8	Improvement in livestock farming	√				
9	Drainage (Bhaleso) construction	√	√	√	√	
10	Trail improvement	√	√	√	√	√
11	Road improvement program	√	√			
12	Cremation improvement		√			
13	Community building construction	√	√	√	√	√
14	Bio-gas plant construction		√			
15	Electricity line improvement (3-phase)		√			
16	Irrigation canal construction/maintenance	√	√	√	√	
17	Landslide control				√	
18	River bank construction					√
19	Agriculture road construction					√
20	Domestic violence reduction	√	√	√	√	√
21	Alcoholism and gambling control	√				
22	Monastery and temple maintenance		√		√	√
23	Environment protection			√		
24	'Ghalegadhi' and 'Kamaregadhi' village preservation				√	

25	Forest protection					√
26	Home reconstruction	√	√	√	√	√
27	Reconciliation center establishment	√				

1.5.B.a Participatory Project Cycle



1.5.B.b Prioritization - Matrix Ranking of 27 Plans

Drinking water Program (12)	Toilet construction and sanitation program (4)	Quality improvement in health services (4)	Vocational and technical education (3)	Quality improvement in education (4)	Youth unemployment and income generation program (7)	Improvement in agro-farming system (9)	Improvement in livestock farming (3)	Drainage (Bhaleso) construction (2)
Trail improvement (1)	Road improvement program (1)	Cremation improvement (0)	Community building construction (0)	Bio-gas plant construction (0)	Electricity line improvement (3-phase) (0)	Irrigation canal construction / Maintenance (2)	Landslide control (0)	River bank construction (0)
Agriculture road construction (0)	Domestic violence reduction (0)	Alcoholism and gambling control (0)	Monastery and temple construction/ Maintenance (2)	Environment protection (1)	'Ghalegadhi' and 'Kamaregadhi' village preservation (0)	Forest protection (0)	Home construction (0)	Reconciliation center establishment (1)

Community Rebuilding Plan – Part One

First priority: Drinking water (12)
Second priority: Improvement in agro farming system (9)
Third priority: Youth unemployment and income generation program (7)
Fourth priority: Toilet construction and sanitation program (4), Quality improvement in health services (4), Quality improvement in education (4), and Domestic violence reduction program (4)

1.5.B.c Pairwise Ranking of Top 7 Prioritized Plans

	Drinking Water (DW)	Improved Agriculture Practices (IAP)	Income Generation Program (IGP)	Quality Education (QE)	Domestic Violence Reduction (DVR)	Toilet Construction (TC)	Health Services (HS)
Drinking Water	x	DW (12)	DW (10/2)	DW (7/5)	DW (8/4)	DW (7/5)	DW (8/4)
Improved Agriculture Practices	x	x	IGP (8/4)	QE (8/4)	IAP (8/4)	IAP (8/4)	IAP (7/5)
Income Generation Program	x	x	x	IGP (7/5)	IGP (12)	IGP (11/1)	IGP (7/5)
Quality Education	x	x	x	x	QE (8/4)	QE (8/4)	QE (7/5)
Domestic Violence Reduction	x	x	x	x	x	TC (7/5)	HS (12)
Toilet Constructio n	x	x	x	x	x	x	TC/HS (6/6)
Health Services	x	x	x	x	x	x	x
Total	**7**	**4**	**6**	**5**	**1**	**3**	**3**
Rank	**1**	**4**	**2**	**3**	**6**	**5 (Tie)**	**5 (Tie)**

Community Rebuilding Plan – Part One

1.5.B.d Project Implementation Challenges and Strategies

Challenges are the difficulties and obstacles which may arise to hamper the successful implementation of a plan. Strategies are the possible alternatives to be adopted to resist and address the challenges.

Notes:

- *Strategies are contextual. Different strategies are required for different time periods.*
- *Strategy of ward 1 may not fit to ward 2.*
- *Different strategies may be required when the time changes.*

1.5.B.e Monitoring and Evaluation Concepts and Indicators

Monitoring:

Monitoring is concerned with recent or ongoing activities. It is to track whether things are proceeding as per plan or not, and if not, to identify the problem and to decide the corrective measures. Monitoring is for action. Thus, monitoring has two objectives:

1. Identify the progress and difficulties in the program, and
2. Take corrective action

Evaluation:

Evaluation is to make judgements whether the activities were completed as per plan or not, and whether the objectives have been met or not. It is often conducted after the completion of the project. Generally there are two aspects of evaluation:

1. Assess whether activities have been completed as per plan or not - program success
2. Assess whether target people have benefited or not

Indicators:

Indicators are the means by which we measure something. Indicators are always linked with project objectives. To justify that the objectives have been met, appropriate indicators should be used.

Example 1: A homemade meal: Did your guest find the food tasty?

Measurements / Indicators could be:

- If guest requests more food
- If guest finishes all food
- Looking at the facial expression
- If guest asks about the recipe of the food prepared
- Praise for the food served

Example 2: A local drinking water project:

Measurements / Indicators could be:

- Availability of Tap
- Availability of Water
- Unity Among People (or, no quarreling among people due to water)
- Sanitary Situation
- Kitchen Garden
- Time Saved
- Disease Incidence

1.5.B.f Format for Challenges, Strategies and M&E Indicators

Name of the project:

Challenges	Strategies
1. 2. 3. 4.	1.1 1.2 2.1 2.2 3.1 3.2 4.1 4.2
Monitoring Indicators	**Evaluation Indicators**
1. 2.	1. 2.

1.5.B.g Challenges, Strategies and M&E Indicators of Priority Projects

Drinking Water

Challenges	Strategies
1. Lack of drinking water pipes	1.1 Form drinking water committee to work on this issue proactively 1.2 Request different organizations to support for water pipes
2. Lack of water source	2.1 Extensive search for water source
3. Lack of materials for tank construction	3.1 Material collection for tank construction
4. Lack of human resource/labor force	4.1 Search for labor
5. Less interest of community in free labor	5.1 Encourage community for volunteering
Monitoring Indicators	**Evaluation Indicators**
1. Programs being conducted as per plan 2. Quality of materials procured 3. Proper utilization of materials procured 4. Installation of water tap	1. Task accomplished as per estimate 2. Availability of clean water 3. Improved kitchen garden, improved health status 4. Time saved

Community Rebuilding Plan – Part One

Unemployment Reduction Program/Income Generation

Challenges	Strategies
1. Lack of skill and knowledge	1.1 Provide training 1.2 Skill development 1.3 Encourage participation and motivation 1.4 Focus on vocational education 1.5 Capacity enhancement program
2. Unfavorable geography	2.1 Program selection considering the geography and weather
3. Lack of vocational education	3.1 Provide vocational education and skillful training. Eg. Radio and watch repair skills; knowledge on modern agricultural practices
4. Political pressure	4.1 Community to be fully informed and involved in the selection of suitable target families/real needy groups so that political pressure could be minimized for the intervention 4.2 Create favorable environment for community to internalize the programs 4.3 Use of participatory tools
5. High expectations of the community	5.1 Use of scientific techniques to identify real needy people as the target group
6. Need for production focused program	6.1 Establish cold store at the village
7. Market management	7.1 Search for market; network expansion and relation build up 7.2 Manage transportation
Monitoring Indicators	**Evaluation Indicators**
1. Participation in training program 2. Male and female participation 3. Continuity of training program 4. Community interest 5. Identification of real needy as target group	1. Employment rate 2. Increase in income 3. Economic status of family 4. Household type 5. Societal prestige 6. Children's education status 7. Access to health services 8. Change in life standard 9. Ownership of land

Community Rebuilding Plan – Part One

Youth Education

Challenges	Strategies
1. Lack of trained teachers	1.1 Provision of training to teachers 1.2 Recruitment of trained teachers
2. Lack of money for salary	2.1 Initiate appropriate salary to teachers – through District Education Office, donors, and/or community fundraising
3. Lack of library	3.1 Construction of library 3.2 Provision of adequate books 3.3 Provision of regular staff, and education / motivation of students on how and why to utilize the library service
4. Lack of favorable environment for quality education	4.1 Make environment favorable for teaching learning activities (Parents sending their children to school regularly, cleaning their uniform, provision of teaching learning materials)
5. Laziness among teachers and students	5.1 Arrange for timely study tour, training and workshop for teachers and students
6. Lack of awareness	6.1 Door to door program for awareness raising
7. Lack of teaching learning materials	7.1 Arrange for appropriate teaching learning materials
Monitoring Indicators	**Evaluation Indicators**
1. Attendance of teachers and students 2. All the school going students are admitted 3. Library facility 4. Teacher-to-student ratio 5. Increased interest among teachers and students for teaching learning 6. Students learning about computer and gaining skills 7. Participation of students in extracurricular activities and gaining success 8. Provision teaching learning materials	1. Students from outside the area are also enrolled 2. Excellent performance of students in exams 3. Retention of teachers 4. Students performing good in higher level education too 5. Graduated students are employed

Community Rebuilding Plan – Part One

Farming Improvements

Challenges	Strategies
1. Lack of suitable land for agriculture	1.1 Soil testing
2. Less interest of youths in agriculture	2.1 Arrange exposure visits to youths, provide orientation on agriculture
3. Lack of improved seeds	3.1 Contact agriculture office, buy and store seeds
4. Lack of appropriate knowledge on agriculture	4.1 Provide training focused to increased knowledge on agricultural practices
5. Lack of irrigation facility	5.1 Construction of community pond
Monitoring Indicators	**Evaluation Indicators**
1. Soil testing is being done	1. Results of soil testing and use of findings for improved agriculture
2. Farming is being done as per weather and soil	2. Improved health status
3. Farming is being done according to modern techniques	3. Increased income
4. Quality of seeds	4. Improved children's education
5. Distribution system of seeds (fair and timely or not)	

Community Rebuilding Plan – Part One

Health Services

Challenges	Strategies
1. Lack of appropriate site/location	1.1 Encourage to donate land 1.2 Collection of funds from community to buy land
2. Financial scarcity	2.1 Collection of funds from community 2.2 Tolling of public and government vehicles that pass through project area (common practice in Nepal) 2.3 Identify and request donors
3. Less number of people participating in health training	3.1 Encourage community to participate
4. Lack of health workers	4.1 Recruit health workers 4.2 Mobilization of Female community health volunteers
Monitoring Indicators	**Evaluation Indicators**
1. Materials collected 2. Quality of materials 3. Whether laborers are skilled or not 4. Site selection process 5. Participation in training program	1. Utilization of health services 2. Cleanliness of health facility 3. Health worker performance assessment 4. Availability of drugs 5. Quality services from health facility

Toilet Construction

Challenges	Strategies
1. Lack of appropriate site/location	1.1 Construction of toilet even the location is far 1.2 Exchange of land with neighbor
2. Financial scarcity	2.1 Collection of funds 2.2 Construction of simple toilet (bore hole, pit latrine)
3. Lack of technical knowledge	3.1 Provide training
4. Lack of labor force	4.1 Provide skillful training 4.2 Exchange of labors
Monitoring Indicators	**Evaluation Indicators**
1. Utilization of materials 2. Site selection process 3. Whether labors are skilled or not	1. Number of toilet constructed 2. Use of toilet 3. Cleanliness of toilet 4. Quality of toilet

Community Rebuilding Plan – Part One

Domestic Violence Reduction

Challenges	Strategies
1. Ignorance by the community	1.1 Community gathering and sharing the purpose of the program 1.2 Promote equal participation of male and female in programs
2. Patriarchal society	2.1 Various programs to sensitize women to their perceived role in the society, existing discrimination and, violence 2.2 Create awareness around their rights, accessible services, subsidies, and quotas to women as provisioned by Government of Nepal in the new constitution 2.3 Making women independent
3. Traditional beliefs and values	3.1 Adopt healthy beliefs and values and conduction of different programs to tear out taboos and superstitions
4. Reluctance to share the problem/violence incidence	4.1 Discussion among pair (husband wife, mother in law and daughter in law) 4.2 Use of different techniques to help people to reveal their problems
5. Lack of education/awareness	5.1 Lobby for equal education to sons and daughters 5.2 Street drama, rally for awareness raising
Monitoring Indicators	**Evaluation Indicators**
1. Formation of women's group 2. Less quarrelling and conflict 3. Increased participation of women in different community programs	1. Increase unity and harmony in the community 2. Less reporting of violence cases 3. Less conflict and quarrelling 4. Improved education of children 5. Improved economic status

Community Rebuilding Plan – Part One

1.5.B.h Output, Outcome, Impact

Three Levels of Evaluation:

Example: A local drinking water project

1. Output level - Availability of tap, installation of water tank
2. Outcome level - Whether people could get sufficient and safe water
3. Impact level - Reduction on the incidence of disease, improved sanitation situation, increased greenery, reduced occurrence of disease-related malnutrition, etc.

Note:

Sometimes, objectives such as drinking water access benefit many people. We must be sure to evaluate the whole target population to determine if benefits are shared equitably and/or equally.

1.5.B.i Share Nepal Vision and Self-evaluation

After 10 years of work:

Evaluation indicators:

- Expansion of working areas
- Increase in the number of employees of Share Nepal
- Positive reputation and recognized widely
- Increased number of donors approaching Share Nepal
- Continuity of program
- Positive response from residents of Laharepauwa VDC
- Minimal unemployment rate
- Increased support from Political parties

Challenges to Share Nepal's progress:

- Shortage of fund may cause delay in programs
- Lack of knowledge and skills
- People may not trust easily
- May not spend all funds on time
- Political pressure
- Distorted and misinformation about the organization
- Lack of people's participation in different programs
- Human retention

Share Nepal's strengths:

- Use of participatory approach by the organization from the very beginning and at every step
- Provided opportunity to local facilitators to learn about the survey, its process and outcomes.
- Provided opportunity to local facilitators to build strong relationship with the community
- Share Nepal's network is being expanded (increased social capital).
- Organization's capacity is being developed.
- Plans were finalized in a participatory way.

Share Nepal's points of improvement:

- Organization needs to do further publicity of its work approach and work. For that organization can have leaflet informing community about the organization's work.
- Community still has many questions, queries about the project which should be answered through work and outputs.
- Organization is introduced through its members. Therefore, all the members of Share Nepal need to have good attitudes, knowledge and skills to communicate with local people.

1.5.C.a Flow Chart Example – Paddy Farming

Paddy Farming	Responsibility	Costs	Risks
Prepare field for seed production	Family	For seeds 1 pathi: Rs.100/- Labor: 1 person 1 day: Rs. 700/-	Birds, insects eat the seeds No rainfall
Prepare field for paddy cultivation	Family Labors	1 hall: Rs. 600/- 2 people/2days: Rs. 1,400/- 3 people/1 day: Rs. 1,500/- Refreshment: Rs. 1,000/-	No rainfall Loss of land due to heavy rainfall (kaanla ladne)
Weeding-1	Family Labors	2 people: Rs. 1,200/- (1 ropani)	
Weeding-2	Family Labors	1 people: Rs. 600/-	
Harvesting	Family Labors	2 people: Rs. 1,200/-	Hailstones
Bita lagaune (processing)	Family Labors	3 people: Rs. 1,800/-	
Totals	**Total Cost**	**Rs. 10,100/-**	

1.5.C.b Flow Charts for Income Generation Projects

Lemon Farming

Lemon Farming	Responsibility	Costs	Risks
Digging	Family Labors	Rs. 10,000/-	
Seeds buying/transportation	Family Leader		
Plantation	Family Labors	Rs. 2000/-	
Irrigation/bars	Family Labors	Rs. 5,000/-	Insects, wide animals invasion The plant may die
Pesticides, vitamins and other treatment	Family Technician	Rs. 10,000/-	
Market management	Family Businessman Cooperatives		May not get the actual price Chances of decay if not sold on time
Totals	**Total Cost**	**Rs. 42,000/-**	
	Income Generated	**Rs. 70,000/-**	

Community Rebuilding Plan – Part One

Ginger Farming

Ginger Farming	Responsibility	Costs	Risks
Prepare the site	Family Labors	50 buckets of fertilizers: Rs. 2,500/- 1 ox: Rs. 600/- Labor: Rs. 2,200/-	Drought
Seeds	Family Labors	3 people: Rs. 1,200/- Seeds: Rs. 10,000/- (for 100 kg)	Drought Seeds of not good quality
Putting the leaves above the sites/soil (to avoid weeds)	Family		Thin leaves cover
Weeding 1	Family	2 people: Rs. 800/-	Insects/disease invasion
Weeding 2	Family	2 people: Rs. 800/-	Plant may be destroyed due to inappropriate weeding
Harvest	Family Labors	3 people: Rs. 1,200/-	
Refreshment Cost		Rs. 2,000/-	
Totals	**Total Cost**	**Rs. 21,300/-**	
	Income Generated	**Rs.100*700 = Rs. 70,000/-**	
Notes		1 ropani = 74 ft^2 1 hectare = 20 ropani	
		Can grow 2 crops per year on same land	

Community Rebuilding Plan – Part One

Turmeric Farming

Turmeric Farming	Responsibility	Costs	Risks
Prepare the site	Family Labors	Seeds, 100 kg: Rs. 5,000/- 4 people: Rs. 2,800/- Snack: Rs. 500/-	Accidents while working
Plantation	Family Labors	3 people: 1 day: Rs. 2,100/- Snack: Rs. 300/-	Seeds unavailability Labor shortage Seeds may not grow
Putting the leaves in the sites/soil (to avoid weeds)	Family	1 person: 1 day: Rs. 700/-	Insects invasion Accidents while working
Weeding ½	Family Labors	3 people: 2 days: Rs. 4,200/- Snack: Rs. 600/-	Accidents while working
Harvest	Family Labors	3 people: 1 day: Rs. 2,100/- Snack: Rs. 300/-	Turmeric may be cut while ploughing
Totals	**Total Cost**	**Rs. 18,600/-**	
	Income Generation (7-8 months)	**Total Production: 100kg of seeds yields 700kg turmeric**	**Income: 1kg of turmeric = Rs 700 700kg x Rs. 100=Rs. 70,000 70,000 – 18,600 = Rs. 51,400 profit**

Community Rebuilding Plan – Part One

Kiwi Farming

Kiwi Farming	Responsibility	Costs	Risks
Digging 100 pits	Family Labors	5 people*Rs. 700: Rs. 35,000/-	Big stones while digging, may take longer time and labor
Buying seeds/plants	Family	100 pieces*Rs. 350: Rs. 35,000/-	
Organic fertilizers	Family Labors	Rs. 15,000/-	
Plantation	Family Labors	20 people*Rs. 700: Rs. 14,000/-	
Watering/Irrigation	Family		Lack of irrigation
Bars	Family Labors	5 people*Rs. 700: Rs. 3,500/-	
Building fence for plants after 1 year (thakro)	Family Labors	10 people*Rs. 700: Rs. 7,000/-	
Vine pruning (kalami chatkant)	Technician	3 people*Rs. 1,000: Rs. 3,000/-	
Harvesting	Family Labors	5 people*Rs. 700: Rs. 3,500/-	
Refreshment Cost		Rs. 10,000/-	
Totals	**Total Cost**	**Rs. 126,000/-**	
Notes	1 tree	25 kg	
	100 trees	2500kg	
	Rs. 200 per kg	2500 kg*200=500,000	
After 3 years	Every year		
	1 tree	life span=70 years	
Altitude suitable		1,200-2,400 m	

Community Rebuilding Plan – Part One

Goat Rearing

2 female goats; 6 goats in a year; maximum 10 goats

Goat Rearing	Responsibility	Costs	Risks
Modern goat shed construction	Family	Rs. 30,000/-	Big stones while digging
Buying improved/ hybrid goats (2 female goats)	Family	Rs. 36,000/- (18,000 each)	
Training	Share Nepal	Rs. 10,000/-	
Fodder	Family	Rs. 50 for 2 goats daily Yearly=18,000/- Treatment cost: Rs. 2,000/-	
Person to take care	Family/labor		
Insurance (6% of price of goat)		Rs. 2,160	
Totals	**Total Cost**	**Rs. 98,160/-**	
	In the first year 4 goats will be sold	**Rs. 50,000/-**	
	By second year 8 goats will be sold	**Rs. 100,000/-**	
	Total Profit	**Year 1: 98, 160 – 50,000 = Rs 48,160** **Year 2: Rs 100,000**	

1.5.C.c Matrix-Ranking to Analyze Options for Income Generation:

Criteria for the discussion were:

A. Weather
B. Community interest
C. Market
D. NOT risky
E. Beneficial
F. Socio-culturally favorable

Alternatives	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Remarks
Ginger	ABCDEF	ABCDEF	ABCDEF	ABCDEF	ABCDEF	Though appropriate, ideal planting season has passed
Turmeric	ABCDEF	ABCDEF	ABCDEF	ABCDEF	ABCDEF	Though appropriate, ideal planting season has passed.
Lemon	ABCDEF	ABCDEF	ABCDEF	ABCDEF	ABCDEF	Although appropriate in all wards, selected for ward 5 for equity of aid (ward 5 received less earthquake relief)
Kiwi	BCEF	BCEF	BCEF	ABCDEF	BCEF	Selected for ward 7 because of ideal altitude and weather.
Goat Rearing	BCEF	BCEF	BCEF	BCEF	ABCDEF	Selected for ward 8 because of altitude, weather, and concentration of poor families.
Homestay	ABCDEF	ABCDEF	ABCDEF	ABCDEF	ABCDEF	Selected for wards 4 and 6 because of equity of aid (wards 4 and 6 received more earthquake relief)

Community Rebuilding Plan – Part One

1.5.C.d Proposal Writing Brainstorm – what tools or approaches can be used to answer proposal writing questions?

Q: What do you want to do? Why do you want to do it?
A: Learned from Baseline survey and participatory planning

Q: Are the projects suitable? Is it truly beneficial?
A: Learned from cost-benefit analysis

Q: For whom is that project? How do you identify those target people?
A: Learned from Well-being ranking

Q: What may be the challenges? And what may be the possible strategies to address them?
A: Learned from Challenge/Strategy analysis

Q: How do you implement it? How do you monitor?
A: Learned from Implementation strategy, M&E indicators

Q: Who will be responsible for implementation?
A: Learned from Cost-sharing diagram and implementation strategy

Q: How the program would be sustainable?
A: Developed from implementation strategy, must project specific. For example, provision of revolving fund could be one of the sustainable strategies.

Q: How do you coordinate with government agencies? How do you link your program with mainstream lining?
A: An institutional diagram can be used to identify pertinent government and non-government agencies. Open and regular communication with DDC (District Development Committee) and DDRC (District Disaster Relief Committee) is needed.

Q: What benefits and changes are expected in family status after program (positive and negative changes)?
A: Group and one on one interviews with potential beneficiaries, review of outcomes of similar projects.

Q: Is your organization competent enough to conduct all programs?
A: Internal review of committed individuals, skills and tools possessed, and resources available. History of past work and partnerships.

1.5.C.e Well-Being Ranking

The following criteria for categories of well-being were developed by the participants:

Category	Good	Medium	Weak	Very weak
Housing	Big concrete house	Concrete house (less sophisticated than good one)	Small house/cottage	No house or live in hut, temporary shelter
Job Status	Good job (high salary)	Medium job (medium salary)	Low paid job, often temporary	No job
Land Ownership	Enough land and enough production for more than a year, can even sell for profit	Land enough to produce for the year	Less land, production is sufficient only for few months a year	No land
Supplemental Income	Availability of land/house in urban area/cities	May or may not have house in the city	Compelled to work as daily wage labor for some months to subsist	Compelled to work as daily wage labor for the whole year
Vehicle Ownership	Have own vehicles	May have bike	No vehicles	No vehicles
Business Ownership	Have big business	Medium business	No business or very small business (minor shops)	No business
Child Schooling	Children study in renowned boarding schools/ universities	Children study in medium boarding schools/ universities, can afford	Children study in government school, can't afford for higher studies	Can't afford children's education
Household Education	Highly educated	Family has education up to certain level and SLC	Family has education up to certain level	Most of the family members are illiterate
Access to Capital/Financing	Can access big loans or can even provide loans to others	Can access some loans from banks, money lenders	Difficulty in getting loan due to less/no fixed asset and low prestige (money lenders don’t trust)	Can't access any loan/money lenders don’t trust
Access to Medical Care	Can access medical services even from abroad	Can access medical services of the country	Can access minor government health services available in the locality	Can't afford medicines/ treatment
Community Standing	High prestige	High/medium prestige	Low prestige	Lowest prestige in the society

Notes:

- *Use of indicators based on local context*
- *Better not to ask income and expenditure*
- *One category may fall beyond the very weak group. These people need special support for their livelihood. E.g. street children, beggars.*
- *Well-being ranking can be done every year even to assess the impact of the project.*
- *Well-being ranking can be done with whole community or, in case of emergency or sensitive situation, exercise with 3-4 authentic people from the community at different places.*
- *To assess well-being status accurately, use of different techniques and tools are recommended.*
- *This tool is often paired with social mapping to increase accountability*
- *The most important job of the facilitator is to create the right environment so that the community can rank themselves peacefully.*

1.5.C.f Challenges, Strategies, and M&E Indicators of Income Generation Programs

Lemon Farming

Challenges	Strategies
1. Difficulties in selection of real needy families	1.1 Use of well-being ranking tool to select appropriate families
2. Plant may not be of good quality	2.1 Adequate information before buying
3. Diseases	3.1 Contact with expert/technician 3.2 Adopt measure to avoid disease, use of pesticides
4. Lack of technician	4.1 Training to some people from community to make them skilled with technical knowledge on lemon farming
5. Lack of irrigation	5.1 Appropriate site selection where water is available
6. Market management	6.1 Coordination with businessman 6.2 Identify the techniques for juice production
Monitoring Indicators	**Evaluation Indicators**
1. Number of lemon farmers 2. Number of plants 3. Condition of plants 4. Trainings received by farmers 5. Knowledge and skills transferred to farmers	1. Amount of lemons produced 2. Amount of lemons sold 3. Annual income 4. Change in socio-economic condition of the household 5. Level of confidence of the farmers (knowledge and skills)

Community Rebuilding Plan – Part One

Kiwi Farming

Challenges	Strategies
1. Less interest among community in Kiwi farming	1.1 Sharing the advantages of kiwi farming
2. Diseases	2.1 Adopt measures to avoid diseases 2.2 Contact with kiwi expert
3. Fear of wild animals and thieves	3.1 Gatekeeper 3.2 Fencing
4. Weather and irrigation	4.1 Water tank installation and strong fencing
5. Difficulty in transportation	5.1 Lobby for road for transportation and trail renovation
6. Lack of storage house at local level	6.1 Storage house construction and timely transportation of kiwi to market
7. Market management	7.1 Coordination with businessman 7.2 Update about kiwi market
Monitoring Indicators	**Evaluation Indicators**
1. Number of kiwi farmers 2. Number of plants 3. Condition of plants 4. Trainings received by famers 5. Knowledge and skills transferred to farmers	1. Amount of kiwis produced 2. Amount of kiwis sold 3. Annual income 4. Change in socio-economic condition of the household 5. Level of confidence of the farmers (knowledge and skills)

Community Rebuilding Plan – Part One

Goat Rearing

Challenges	Strategies
1. Difficulties in selection of real needy families	1.1 Use of well-being ranking tool to select appropriate families
2. Lack of laborers for goat shed construction	2.1 Exchange of laborers 2.2 Use of local materials
3. Difficult to get goats of desired variety	3.1 Contact to different goat farms 3.2 Buy goats considering the weather
4. Goat may die	4.1 Insurance
5. Diseases	5.1 Provide training on different diseases of goats and manage for a technician
6. Lack of fodder	6.1 Training for fodder preparation at local level, promote grass farm
7. Market management	7.1 Coordination with meat shops and other businessman
8. Lack of knowledge and skill	8.1 Training, exposure visit and contact technician
Monitoring Indicators	**Evaluation Indicators**
1. Number of goat raising farmers 2. Number of goats 3. Condition of goats 4. Trainings received by farmers 5. Knowledge and skills transferred to farmers	1. Number of increased goats on the farm 2. Number of goats sold 3. Income of the year 4. Change in socio-economic condition of the household 5. Level of confidence of the farmers (knowledge and skills)

Community Rebuilding Plan – Part One

Homestay

Challenges	Strategies
1. People will have no interest	1.1 Provide orientation
	1.2 Arrange for observation tour
2. Less tourist	2.1 Advertisement by Radio
	2.2 Registration in TAN
	2.3 Website making
	2.4 Laharepauwa Facebook
	2.5 Advertisement through trekking guides
	2.6 Notice/advertisement in Thamel
3. May not meet the standard	3.1 Feedback book
	3.2 Training on hygiene and sanitation
	3.3 Check sanitation status of each other's house by neighbors
	3.4 Street drama on sanitation
	3.5 Dustbin
4. Language barrier	4.1 Basic training on English to homestay family
	4.2 Language guide/book
5. Varied culture/habits	5.1 Preparation of policy and inform tourist beforehand
6. Noise	6.1 Control/Prohibit alcohol intake
	6.2 Policy
	6.3 One hour beforehand orientation
Monitoring Indicators	**Evaluation Indicators**
1. Level of awareness of 'home-stay program' among the host-families	1. Total number of host-families involved in home-stay program
2. Number of host-families	2. Number of visitors (annually)
3. Number of visitors (monthly)	3. Annual income
4. Trainings received by host-families	4. Image of the village among the visitors
5. Knowledge and skills transferred to families	5. Change in socio-economic condition of the host-families

Community Rebuilding Plan – Part One

1.5.C.g Timelines for Income Generation Projects

Lemon Farming

				2016								2017			
	Activities	SN	PA	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
1.	Content preparation	*		*											
	Share Nepal concept clarity	*													
	Guideline preparation	*	*												
2.	Prepare community	*			*										
	Discussion														
	Families selection														
	Group formation														
	Finalization														
3.	Pit construction				*	*									
	Pit construction														
	Add fertilizers														
4.	Training on different diseases of lemon, about plant and required care			*	*										
5.	Plantation						*	*							
	Buy plant from nursery														
	Plant distribution														
	Plantation														
	Fencing and support														
6.	Monitoring	*	*		*	*	*	*	*	*	*	*	*	*	*

ParticipAid

Community Rebuilding Plan – Part One

Share Nepal

Kiwi Farming

				2016								2017			
	Activities	SN	PA	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
1.	Content preparation	*		*											
	Share Nepal concept clarity	*													
	Guideline preparation	*	*												
2.	Study tour														
	Preparation	*	*												
	Visit			*											
	Report	*			*										
3.	Prepare community					*	*	*	*						
	Discussion														
	Families selection														
	Group formation														
	Finalization														
4.	Training and pit construction														
	Training on kiwi farming									*					
	Pit construction									*	*	*			
5.	Kiwi distribution												*		
6.	Fencing and support														
	Fencing												*		
	Support to plants											*	*	*	
	Arrange for vine												*	*	
7.	Monitoring	*	*												
	Whether kiwis have been planted (continuity)												*	*	*
	Technical support												*	*	*

Community Rebuilding Plan – Part One

Goat Rearing

				2016								2017			
	Activities	SN	PA	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
1.	Content preparation	*		*											
	Share Nepal concept clarity	*													
	Guideline preparation	*	*												
2.	Study tour														
	Preparation	*	*												
	Visit			*											
	Report	*			*										
3.	Prepare community				*	*									
	Discussion														
	Families selection														
	Group formation														
	Finalization														
4.	Goat shed construction and training														
	Goat shed construction						*	*	*						
	Training on goat rearing								*						
5.	Support for goat buying/goat distribution									*					
6.	Monitoring and technical support	*	*							*	*	*	*	*	*

Homestay

At the time of report writing, this project is under re-evaluation by Share Nepal, due to constraints and complexities surrounding the national home reconstruction policies and action.

ParticipAid

Community Rebuilding Plan – Part One