

SAHAS - NEPAL



सहास - नेपाल

**Implementation Status of Food Security
Through Local Efforts Program
Project No. 200204776**

**Group of Helping Hands-Nepal (SAHAS-Nepal)
Lalitpur**

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Table of Contents

Acronyms	i
Executive Summary	ii
Introduction	1
Objective	1
Methodology	1
Review of Records	1
Year 1 (F/y 2004/05)	2
Year 2 (F/y 2005/06)	4
Year 3 (F/y 2006/06)	6
Methodology Adopted During Project Implementation	10
Analysis of Achievements	12
Key Results and Its Conclusion	12
Self-realization	16
Shortcomings in Concept/Approaches/Implementation	17
Bibliography	18
Appendix 1. Annual Work Plan (F/y 2004/04 – 2006/07 of FSP	19

Acronyms

APP	Agriculture Perspective Plan
CDC	Child Development Centre
CPN	Communist Party of Nepal
EED	Church Development Service
FSP	Food Security Program
F/y	Fiscal year (Shrawan to Ashad month of Neplali calendar)
HQ	Head quarters
Mt	Metric ton
NFE	Non-formal education
Rs	Rupees (Nepali currency)
SAHAS-Nepal	Group of Helping Hands-Nepal
VDC	Village development committee
VLAHW	Village level animal health worker

Executive Summary

Food security is a growing concern in Nepal because of unmatched trend of population growth and agricultural production in the context of agrarian economy. The vulnerability due to food insecurity is more widespread in the hilly region than that of Terai within the country. Considering this problem SAHAS-Nepal has been implementing Food Security Program in Okhaldhunga district since 2004 with the support from Church Development Service (EED), Germany. At the middle of the program implementation, an attempt is being made to document progress during 16 July, 2004 to 15 July, 2007 and lessons learned through this endeavor. Annual reports, official documents, reports, direct interactions with staff and board members, reporting, progress and process sharing of program staff are the source of information to prepare this document.

For the smooth program implementation a contact office was opened at district headquarters of Okhaldhunga district and 17 staff are deputed/recruited both for fieldwork and office support in the first year. The program team has prepared yearly work plan for six years and proceeded accordingly. Publication of an introductory leaflet on food security to stakeholders and a familiarization workshop to the program staff was held to clarify the concept of food security. The program team developed 'group concept and empowerment training package' and 'format for baseline data collection' after rigorous discussions. To pass the information about program to target community, introductory workshop at VDC level was completed in the first year of the program. However, only 24.5% ward level workshops were completed. At the end of the year, a total of 65 groups were formed. The anticipated progress could not be achieved in the first year because of conflict situation.

Efforts were made to compensate the leftover activities of the first year and complete the planned activities for the second year of program implementation. Baseline data collection of Mulkharka, Chyanam and Katunje VDC were completed but only 60% task was finished in more conflict prone VDCs namely Sisneri and Balakhu. Similarly, only 50% *Tole* meeting was accomplished in Sisneri and Balakhu VDC but the meeting was completed in rest of the VDCs. After collecting information from communities, 'program planning and interaction workshops' were organized in each VDC. Upon completion of training for trainers on non-formal education, 17 NFE classes were run for 351 children. Under the school support activity 4 were renovated, 20 schools received education materials support and 10 were ear-tagged for future support. To join hand with other development partners working in the command area, Rs 116,000.0 was supported to purchase locally available electricity poles under resource sharing activity. To develop skill of service providers in the command area, the program supported to leatherwork training and village level animal health worker training with necessary material support. After motivation campaign, 193 toilets were constructed in the *llaka* with only material support (cement and iron rod). The working condition in the later part of the second year was improved greatly

because of Peace Accord 2006 and arose confident for smooth implementation of third year activities.

Implementation of planned activities was much easier in the third year of the program which resulted more than expected outputs planned for the year. Remaining part of baseline data collection of Sisneri and Balakhu VDCs was completed and all collected data were entered onto computer after compilation. 32 women, 2 *Dalit*, 4 male and 78 mixed groups were formed in the command areas, the total number was the higher than the planned. To establish group network, main committees have been formed in each VDC after three day long orientation workshop and trained for empowerment. Furthermore, group management and strengthening training was organized for group leader for sustainable group management. The program has supported to micro-hydro-electricity project, eye camp, women health camp with special emphasis in uterus prolapsed and HIV/AIDS camp under resource sharing basis. Nutritional tests to 550 children of two VDCs have been completed and the activity is being continued in the rest three VDCs. Ten person received training on construction of improved fire stove. Eighty-two pit toilets were constructed with the material support from the program. Support was extended for feasibility studies, construction and repair of drinking water scheme along with drinking water scheme repair and maintenance and sanitation training to local residence. Maize seed distribution and trainings on grain storage and kitchen garden were carried out in each VDC for the direct support to food security. Likewise, goats and pig were handed over to the poorest-of-the-poor group members. During the same fiscal year 9 schools were identified for infrastructure repair and teaching material support. One hundred eighty adults and 170 children successfully completed NFE classed started last year and 499 adults and 353 children being undertaking NEF classes in the current year. Professional porter groups were supported at a rate of Rs 5000.0 per group as seed money to explore other livelihood options and which resulted positive change in their livelihood.

The aforementioned progresses were achieved with many difficulties due to conflict. Even current level of achievements were only possible due to the flexible and conflict sensitive approach adapted by the organization and having local staff working since long period in the area. Imbedded fear to community dwellers and constant threat to program staff from the time of project inception have hindered to produce all expected outputs in the anticipated timeframe. However, the program has produced key results like formation of VDC-main-committee, producing more than 500 literate people through NFE, improved health and sanitation through availability of clean drinking water and toilets, shift to the livelihood option of porters, availability to animal health workers in local level and increase in vegetable consumption are few to name among many. While executing these activities, many shortcomings were realized in panning and process and detail of those issues have been elucidated in the main text.

Introduction

1. Agricultural sector of Nepal engages 65.7% of its adult (15 years and above) population. Despite involving majority of the population agricultural gross domestic product growth rate has reduced to 1.69% in 2005/06 from 3.81% in 2004/05. In contrary, the average annual population growth rate was 2.24% in 2005. This unmatched trend of agricultural production and population growth has created serious problem in food security situation in the country. While disintegrating the national food production and consumption trend the scenario is more chronic in the hills than that of plains or Terai. Statistics of 2004/05 showed that mountain and hills were food deficit by 64683 mt and 287923 mt respectively but during the same period Terai was food balance by 565633 mt. Considering the food insecurity situation of the hills, SAHAS-Nepal has put forwarded a proposal to work on the issue of food security in *Ilaka* 9 of Okhaldunga district of the eastern development region. As a result of that EED of Germany has funded a project titled "Food Security Through Local Efforts". This report encompasses the progress made during the initial three years of program implementation and other associated issues experienced during the course of program execution.

Objective

2. The main objective of this endeavor is to document the progress made on the project since its inception (July, 2004) to July, 2007. Furthermore the report shed lights on lesson learned during the course of project implementation and instances of key results along with preliminary impacts generated by the program.

Methodology

3. This report is prepared on the basis of primary as well as secondary information. The primary data has been collected from official records, direct interactions with field based staff and board members, their written reporting; and progress and process sharing. The secondary source of information is already published reports of SAHAS-Nepal.

Review of Records

4. Upon the signing a memorandum of understanding between EED, Germany and SAHAS-Nepal for the implementation of the program in Okhaldhunga district, an office has been set up at the district headquarters for the smooth execution of planned activities. The year wise implementation status and progresses of activities have been portrayed below.

Year 1 (F/y 2004/05)

Objective 1: To improve Food Security situation of most deprived households by increasing their various capacities and assists through community organization and social mobilization.

4. The project team has prepared an introductory leaflet on food security in Nepali language. The leaflet encompasses background information of project's working area, food security situation of Okhaldhunga district, objective of FSP, implementation process, project activities and project cycle. It has been realized that distribution of the leaflet has increased awareness regarding food security amongst stakeholders and ease the program implementation environment.

5. A day long workshop was organized at the contact office to clarify the concept of food security to project team members. The workshop was facilitated by the program coordinators where the facilitators highlighted on the basic elements of food security and associated practical experiences. It had been realized at the end of workshop that all participants including local community mobilizers become confident about the subject matter of food security.

Objective 2: Improve of socio-economic status of the men and women through strengthening their organization, increased community participation, confidence building, capability strengthening and overall empowerment.

6. Village Development Committee (VDC) level, ward level and *Tole* (cluster of a village) level workshops/meetings were organized to introduce the project concept, objectives and working modalities to the communities. Local political leaders, opinion leaders, teachers, civil servants and socially recognized persons of the local level from each ward were invited in VDC level workshops. The VDC level workshops in all five VDCs were completed in the first year. Representatives of all *Toles* of a ward and other socially recognized persons were invited in the ward level workshop. The workshops had explicitly listed problems which could be addressed by the program. Only 11 ward level (Mulkharka 3, Chyanam 5, Balakhu 1 and Sisneri 2) workshops were conducted during the first year. Upon completion of ward level workshop, *Tole* level meetings were organized inviting all representative members of *Toles* to discuss and rectify priority problems of community as well as household level.

7. The field based staff encouraged and facilitated the community members of program areas to form groups after *Tole* meetings. Upon realization of importance of group as an entry point of the program, the community dwellers had formed groups considering participation of people from all strata of the society, ethnicity and gender. As a result of that 14, 10, 12, 15 and 14 groups were formed in Katunje, Chyanam, Mulkharka, Sisneri and Balakhu respectively.

Staff development, program support and other associated activities

8. SAHAS-Nepal presence in Okhaldhunga district has about one decade history but the 'Food Security through Local Efforts' (FSP) is the biggest program it has ever launched. The workload of the program demanded new staff to deliver the expected outputs. Considering the workload, a total of 17 staff has been recruited/deputed especially for the FSP. Among FSP staff, four are coordinators (food security, monitoring and evaluation, finance and administration and human resource development), five team leaders and the equal number of local community development workers for each VDCs of *Ilaka 9* and one each of Office assistant and Office helper. The team responsible for the FSP was not lasted long and three senior members *viz.* two team leaders and monitoring and evaluation coordinator resigned from the post and the posts were fulfilled immediately. The staff change in the initial stage has created little problem to other senior members of the team to cope the workload. However, the difficult situation was handled smoothly and avoided any deleterious circumstances to occur.

9. SAHAS-Nepal contact office was opened at the district headquarters aiming to smooth facilitation of field level staff. In addition to the logistic support to the project, the contact office played vital role to coordinate with governmental and non-governmental institutions working in the same filed of interest. Likewise, field offices were opened in each VDC of the command area. Personals of the contact office had attended many meetings and received feedback on the activities through interactions with different stakeholders.

10. The project team has formulated "Yearly Work Plan" for six years from fiscal year (f/y) 2004/05 to 2009/10 based on the approved project proposal. The work plan written in Nepali can be obtained upon request to SAHAS-Nepal offices at Kathmandu and Okhaldhunga. The plan has an essence of logical framework (log frame) in many senses. Hence, in the context of not having a logical framework along with the project proposal, the plan can be used as a program implementation and monitoring tool. The yearly plan of initial three years (2004/05-2006/07) has been presented in Appendix 1.

11. The project coordinators and team leaders jointly prepared a "group concept and empowerment training package" to standardize the group formation and empowerment process in the program area. The document prepared in Nepali covers the group concept, process of group formation, group mobilization, group empowerment so as to make group sustainable at the end.

12. The project team members discussed about the format for baseline data collection to document/understand real situations of household level. The format included all aspect of community like agriculture, livestock, forestry, health, human nutrition, drinking water, education and available livelihood options. The format was finalized after rigorous discussions and the team proceeded for

baseline data collection. The household visit for information collection has further supported to build rapport in household level and made familiar with the program and its objectives.

Year 2 (F/y 2005/06)

Objective 1: To improve Food Security situation of most deprived households by increasing their various capacities and assists through community organization and social mobilization.

13. Relief supports in terms of food grains were provided to seven fire victim families of Sisneri and Mulkharka VDCs of the command area.

14. Small farmer support was launched to the ultra-poor of the groups. Under this activity, goats and pigs were distributed to 23 needy families of the *Ilaka* upon recommendation of their respective groups and the activity is becoming very popular to the recipients.

Objective 2: Improve of socio-economic status of the men and women through strengthening their organization, increased community participation, confidence building, capability strengthening and overall empowerment.

15. Baseline data collection started from the first year of the program was continued in the second year too. Baseline data collection and compilation of Mulkharka, Chyanam and Katunje VDCs was completed and only 60% progress had made in Sisneri and Balakhu VDCs at the end of the second year. Difficulties were encountered to perform door to door visit and household data collection during the time of conflict.

16. Following the progresses of VDC and ward level workshops of the first year, organization of ward workshops and *Tole* meetings were continued in the second year. After completion of *Tole* meetings in Mulkharka, Chyanam and Katunje VDCs, the problems raised during the meetings were documented and shared in VDC level workshops. Even in the second year, only about 50% *Tole* meetings were completed in Sisneri (7 number) and Balakhu (15 number) VDCs.

17. Non-formal education to elderly people came in priority list under the awareness raising program. To execute the elderly education, week long training was organized in Chyanam VDC for the non-formal education (NFE) facilitator. The training was attended by 15 participants (13 female and 2 male) from Chyanam, Mulkharka and Katunje VDCs. Similarly to run the non-formal education to the deprived children to go to school, facilitator training to children non-formal education was organized for 5 days at Chyanam VDC. To make the

activity more successful and share the experiences of non-formal education, refresher trainings were organized in monthly interval at VDC level and only one at *Ilaka* level to the facilitators.

18. Non-formal education to children was focused to 6-14 years old age group who failed to join school (formal education) due to social, economical or other reason and encourage them to enroll in school. A total of 17 non-formal education classes to children were started in Katunge (4), Chynam (6) and Mulkharka (7). Three hundred fifty-one children (197 boys and 154 girls) had enrolled in those 17 classes.

19. Program planning and interaction workshops at VDC level were organized in each VDC inviting group leaders, representatives from school, local intellectuals and political leaders. The aims of the workshop were to share the progress to the executed activities, brief the information received from household survey, make clear about the planned future activities and elucidate the queries raised regarding the project activists and its working mechanisms.

Objective 3: Capacity building and institutional development of beneficiaries organizations for strengthening and enabling them to have access and mobilize external as well as internal resources in order to meet their long term sustainable rural livelihood needs.

20. Keeping in view to develop skills in the local level for sustainable support to communities, seven persons (1 each from Balakhu, Sisneri and Chyanam; and 2 each from Mulkharka and Katunje) received training on village animal health worker (VAHW) in Pokhara. Each VAHW received a veterinary medicine kit equivalent Rs 4,000.0 to start the service and they have started to provide services in their localities.

21. In the process of developing professional skills to the local skill oriented entrepreneurs, training on leather works was provided to a *Dalit* trainee of Chyanam VDC -7 in collaboration with District Cottage Office. Upon completion of leather goods making training, the participant received a machine and has been continuing his business in local area.

Objective 4: Enabling target beneficiaries by providing with material, technical and economic support involve them in various income generating activities in the sustainable manner through their self help organization for the attainment of a quality life and meeting their basic family needs.

22. Series of meetings were organized, for the improving physical conditions of schools, with school management committees, teachers and guardians primarily focusing on process and areas for support. Furthermore, discussions

were also concentrated on role of community and the program while implementing the activities on resource sharing basis. Upon completion of these processes, at least two schools were selected from each VDC and renovation of two schools in Balakhu and Katunje were completed.

23. Pertinent need of education materials was identified during the course of need assessment of schools running in the program command areas. Education materials were distributed to the needy 20 schools of Chyanam, Katunje and Mulkharka VDCs to support the learning environment improvement.

24. A micro-hydro-electric project initiated by Energy Program of District Development Committee (DDC) was in short of money for electricity distribution at Katunje VDC. As per the demand of the community, the program has contributed Rs. 116,000.00 for the purchase of locally available electrical poles. Likewise, decision was made to support on micro-hydro-electric project of Chyanam VDC on resource sharing basis.

25. Drinking water supply is another pertinent demand came from the communities. As per the request feasibility studies of 19 projects (Katunje 3, Mulkharka 4, Sisneri 1, Balakhu 5 and Chyanam 6) were carried out in *Ilaka* 6. Under the same activity, one drinking water tap has been constructed at Kalika Secondary School of Sisneri VDC.

26. Despite having awareness of the importance of toilet, few community members have not realized its need. On the other hand, those who had really felt the necessity were unable to construct toilets due to financial constraints required for construction materials. In both circumstances, campaign for attitude change and material support were launched. With this, a total of 193 toilets were constructed in the command VDCs. The program has supported 2 sacks (100 kg) cement and 10 kg iron rod as material support.

Staff development, program support and other associated activities

27. Regular bi-monthly staff meeting, monthly team and coordination meetings, monitoring, reporting and review of annual work plan were regular activities carried out by the program team.

28. For the smooth implementation of the planned activities in the conflict ridden situation, conflict transformation training was organized in Kathmandu where 14 program staff had participated. Likewise, one staff participated in three month long school for peace program in India.

Year 3 (F/y 2006/07)

Objective 1: To improve food security situation of most deprived households by increasing their various capacities and assists through community organization and social mobilization.

29. The first batches of NFE to women and grownup children were completed. A total of 350 people (180 adults and 170 children) became literate as an output of this endeavor. The drop out rate was found higher due to conflict situation which hindered the movements of the participants in evening. Considering request from groups, preparatory training for NFE facilitators to run 26 elderly and 14 children NFE classes were completed. A total of 499 adults and 353 children joined NFE classes started in this year. The success rate is anticipated to be higher in this batch due to relaxed situation in the communities.

30. Grain storage trainings were organized to group members of each VDC, where more than 113 people had a chance to gain knowledge and skills. The training was primarily focused on safe storage of grains for longer period of time with the use of local techniques (storage structure and organic pest repellents).

31. To diversify the vegetable consumption and add nutrition to the diet, three day long kitchen garden trainings were organized twice in each VDC. A total of 121 farmers participated in the training where women involvement was very encouraging (47%). The training emphasized to impart knowledge to participants on output optimization through the use of vegetable crops diversification, use of improved seed and organic fertilizers.

32. Upon observing nutritional problems in target groups, nutritional tests were completed in 489 children in two VDCs and the activity is continuous in three remaining VDCs. The results of two VDCs showed that 29.5% of children were malnourished. To combat the problem, nutritional education was provided to the mothers along with demonstration of nutritional baby food (*Sarbottam Pitho*) preparation. The impact of the activity is being monitored through regular checking of malnourished children and regular interactions.

33. Toilet construction through resource sharing (100 kg cement and 10 kg iron rod from SAHAS) approach has been continued as in the past. A total of 82 toilets have been constructed in *Ilaka 9*. Additionally, 15 toilets were constructed in Katunje VDC in the leadership of groups.

34. Promotion of improved fire stove was targeted to Balakhu and Sisneri VDCs. Ten group representatives from the two VDCs took part in training on improved fire stove construction. The trainees have already constructed 10 in Sisneri and 25 in Balakhu improved fire stove.

35. Women health camp was organized in Chyanam and Sisneri VDCs with the help of UMN Community Hospital, Okhaldhunga. The major focus of the camp was uterus prolapsed of women. Among 493 tested, 112 women had uterus prolapsed problem. Their sufferings were minimized by the use of pressure ring. Furthermore, necessary medicines were distributed free of cost during the camp.

36. To increase the maize production, 50 kg seed of improved varieties of maize was distributed to high, mid and low hills farmers. The performances of improved varieties in high and low hills were very encouraging.

Objective 2: Improve of socio-economic status of the men and women through strengthening their organization, increased community participation, confidence building, capability strengthening and overall empowerment.

37. Remaining task of baseline data collection from two VDCs were completed. The collected data from all VDCs has been compiled and entered onto computer.

38. A district level coordination workshop was organized inviting representatives from district level governmental and non-governmental institutions and political parties. A brief progress and future plan of SAHAS-Nepal was shared during the workshop. Valuable and pertinent suggestions were received at the end of the workshop.

39. *Tole* meetings, group management workshops and planning and interaction Workshops had been constantly organized in the third year too. The formed group number was more than planned because of great enthusiasm of community dwellers to FSP. Eighteen women, three *Dalit*, 13 ethnic, eight male and 70 mixed groups are functional under the program. All the groups working with our program are active and have been following the procedure of problem analysis, problem prioritization and development of action plans of their group.

40. In the context of having 123 function groups in *Ilaka* 9, it was felt necessary to organize group management training. A three day long training was organized involving 126 group leaders.

41. Three day long workshops were organized in each VDC to form a VDC level main committee to establish group network. Among the 126 participants of the workshops, presence of female and male was 48 and 78 respectively. Concept and importance of main committee and clarification of issues raised from the group representatives were the main areas of discussion during the workshop. Each VDC has already formed a main committee and are in the process of registration. Following to the introductory workshop, main committee strengthening workshops were organized in each VDC aiming to develop the committees in organizational structure so as to function in sustainable manner.

The workshop highlighted role and responsibility of main committee and additional knowledge to run the committee.

42. District level coordination meeting was organized involving representatives of district level governmental and non-governmental institutions and political parties. A brief progress report and future plan of SAHAS-Nepal was shared during the meeting. The meeting was found very useful and received feedback at the end.

Objective 3: Capacity building and institutional development of beneficiaries organizations for strengthening and enabling them to have access and mobilize external as well as internal resources in order to meet their long term sustainable rural livelihood needs.

43. SAHAS-Nepal provided the support of external materials (iron rod, cements, pipes) cost for repair and maintenance of an irrigation system of Mulkharka-9. The water users of the irrigation system have been receiving regular irrigation water after repair.

44. Drinking water problem was one of the pertinent issues raised by groups. During the third year, four drinking water projects were completed (one each in Sisneri and Mulkharka and two in Katunje VDC). About a week long training was organized for 'rural drinking water repair and sanitation workers' for the sustainable maintenance of the project. Nine representatives from each drinking water project from all five VDCs had participated in the training. To fulfill the demand for new projects, feasibility surveys of six projects have been completed.

45. Ten schools in the command areas have been ear-tagged for physical infrastructure repair, maintenance support and supply of teaching materials. Education materials were distributed to 18 schools of Sisneri and Balakhu VDCs. Likewise, nine schools of the command areas received construction, repair, furniture and toilet supports.

46. Coordination and financial contributions have been made to micro-hydro-power projects, eye health camp and HIV/AIDS health camps under resource sharing activities. Rs 120,000.0 contributed to a micro-hydro-electric project being constructed at Chyanam VDC.

47. Support was extended to aforestation to check a landslide at Balakhu ward 3. The saplings required for the aforestation was purchased by the program.

Objective 4: Enabling target beneficiaries by providing with material, technical and economic support involve them in various income generating activities in the

sustainable manner through their self help organization for the attainment of a quality life and meeting their basic family needs.

48. Goats and pigs distribution to 'poorest of the poor' under small farmers support scheme was continued as in the past. Sixteen poor farmers (Balakhu 10, Sisneri 1, Chyanam 2 and Katunje 3) received pigs or goats during the third year. The outputs of second year activities, where 63 farmers received the support, become evident and has supported to income increase up to 5,000.0 per family.

49. Seed money of Rs. 5000.0 was provided to a group of professional porters under 'porter support scheme' based on micro-finance principles. 10 porter groups (5 each in Sisneri and Balakhu) have been received the support under this activity. After continuous support from the project, the groups have been smoothly running the funds to generate income Rs 700.0 to 1500.0 per month by a family and developed their own rules and regulations to utilize the fund appropriately.

50. To support the occupational caste of the command area, two blacksmiths received material support (*Bhati* and *Lih*) for their workshops.

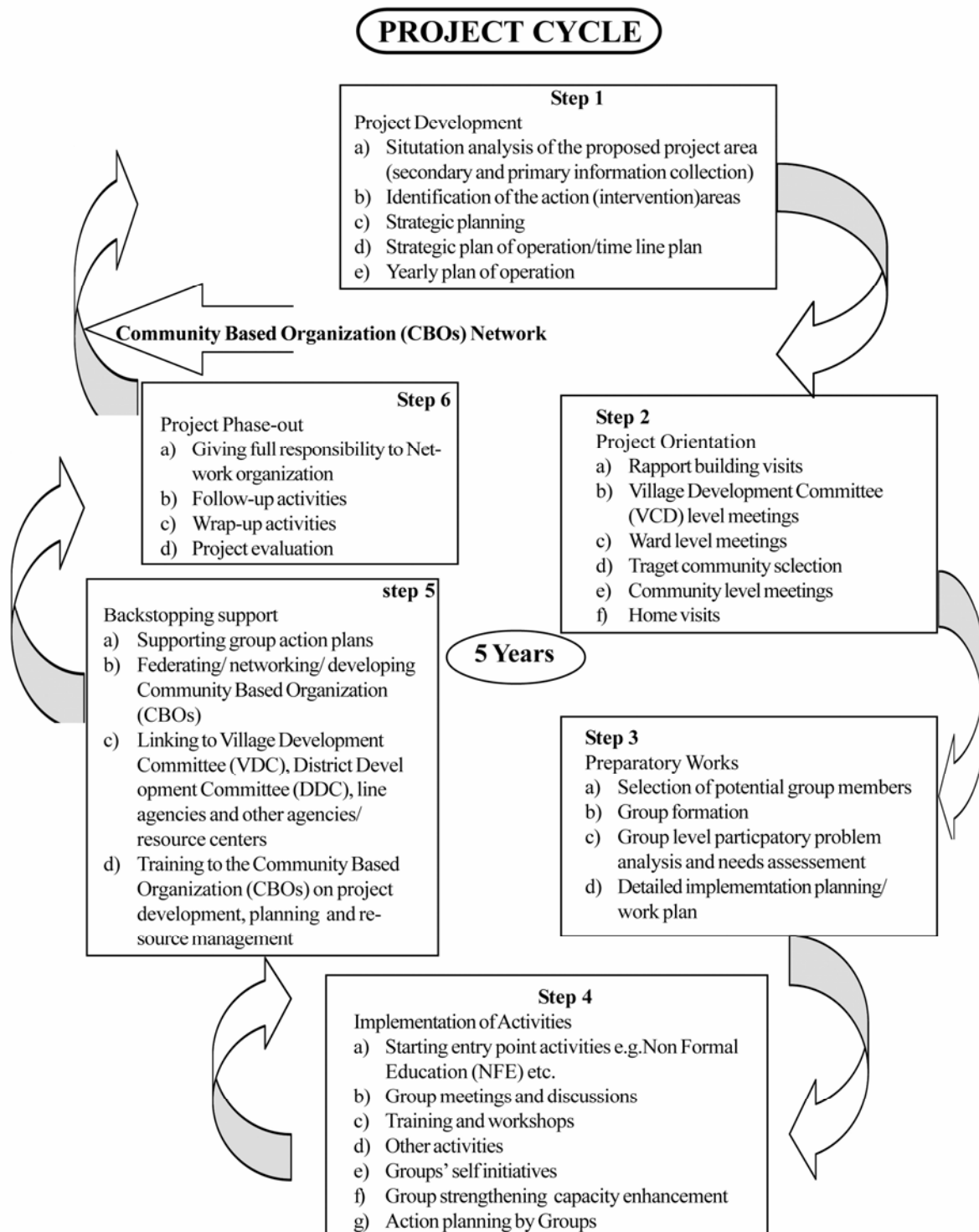
Staff development, program support and other associated activities

51. Review of annual work program, program monitoring by EC members and coordinators, reporting of the tasks and bi-monthly staff meeting were regular activities executed in scheduled timeframe.

Methodology Used During Program Implementation

52. Participatory Rural Appraisal (PRA) and/or Rapid Rural Appraisal (RRA) were carried out at the period of project proposal development. These pre-project visits of SAHAS-Nepal in the project sites have made easy to enter into communities. The first step of program implementation was the collection of baseline data of the targeted communities. In the meantime, village development committee level workshops were organized inviting representatives from all wards of the VDC, political leaders, opinion leaders, school teachers and staff of other governmental and nongovernmental organizations. The VDC level workshops were succeeded by ward level workshop representing all *Tole* representatives along with other socially recognized personals. The *Tole* level meeting was the last level of orientation exercise where presence of all households representative has been expected. The *Tole* level meetings formed groups representing *Tole* members and also analyzed the problem of the community, prioritized the problem and make action plan for the future endeavors.

53. The program has strong belief that development efforts would not be sustainable without building capacity of rural communities. Keeping this point in mind, SAHAS-Nepal has developed a project cycle, presented hereunder, which focuses on software part in the first phase like group formation, leadership training, non-formal education, awareness creation about sanitation and nutrition, health etc. However, in the context of conflict and 'support syndrome' from outsiders to communities, the necessity of doing hardware work was realized to show tangible outputs. As a result school support program, small farmers program, support in construction of toilets and drinking water systems were started before the planned period.



Analysis of Achievements

54. The program has incepted at the time when conflict was at its peak in Nepal and Okhaldhunga was not the exception. The project staff had made their best efforts to be with community during initial twenty months, before the Peace Accord between Government of Nepal and Nepal Communist Party (Maoist) in November 2006. As per the project proposal, the initial phase was basically concentrated to baseline information collection, problem analysis, problem prioritization and capacity building of communities and staff. Frequent visit of project staff and gathering of community dwellers were part of the process to carry out these activities. However, fear was so imbedded to the people that they were reluctant to speak with strangers or new faces out side from their communities. Furthermore, there has always been risk associated with the presence in group. In those circumstances, it was very hard to perform anticipated activities as per the scheduled time frame. However, strong commitment and tactful dealing of the project staff made possible to show their presence in the command areas in Mulkharka, Chyanam and Katunje VDCs. Because of inconsistence in the party policy of NCP (Maoist), who replaced one local leader by another local leader, the program was forced to pause for six months in Balakhu and Sisneri VDCs.

55. The conflict led to a delay in many activities. Few activities like installation of improved stove, women development training, training on cash crops cultivation and citrus sapling distribution were not completed in the targeted time. In this regard the project team has shown commitment to complete these activities in near future. The targeted progresses related with other activities were achieved by speeding up the work after April 2006. Despite all these obstacles, the program has achieved significant results as the results of program implementation.

56. Formation of community organizations and their mobilization has shown prominent outcomes in the program command areas. VDC-main-committees, a network of all groups of a VDC, have been already been formed in all VDC and planning to make a network for the *llaka*. Small farmers program, porter support program, vegetable kitchen gardening training, grain storage training and vocational training have greatly supported to food security to household level. The popularity of NFE can be judged through the higher rate of women enrollment. Awareness and treatment on health problems and support to drinking water and toilets have produced deeper impact on health and sanitation of the community dwellers.

Key Results and Its Conclusion

57. Most of the activities planned for two and a half year have been completed despite conflict situation and withdrawal of field staff for few months from the

sites. This section, not mentioning progress of each and every activity, only highlights the main evident results from the program implementation.

58. VDC-main-committees (network of all the groups of a VDC) have been formed in all five VDCs of *Ilaka 9*. The main committees have started to function and tried to trap the resources from VDCs' fund for developmental activities. Looking at the benefit of being involved in group, community members who were not organized in groups previously (supporters of CPN, Maoist) now showed interest to join existing groups. In few instances, groups were formed spontaneously without external support.

An experience of a group member of Chanchala Devi Dalit Group

Mr. Tek Bahadur Nepali has seven members in his family and he has to carry all family burdens on his shoulder. The village where he lives is the residence of poor and Dalits. Mr. Nepali was thinking to do something to his village. In this connection he heard that working in group is very helpful for the development of his society. Keeping this in mind, he played instrumental role for group formation and take responsibility of treasurer. The group played '*Deus*' during Deepawali to generate fund for the group for its proper functioning.

There were lots of voices saying: "why do we need group?" before group formation in the village. The common saying was that 'we born alone, die alone and then why group for living'? The notion has changed after group formation because of tangible works carried out by the group to the society, Rs 6000.0 were released from the VDC for the maintenance of drinking water project. Likewise Rs 20,600.0 was received from APP Support Program for piggery. Other activities carried out by the group were plantation of trees around VDC building, Kotgaun to Ghate road maintenance, purchase of utensils for social functions etc. The active member Mr. Tek Bahadur Nepali received vocation training of VLAHW with the support of SAHAS-Nepal, which has been beneficial both for society and individual. The community dwellers are benefiting by proper veterinary services at local level and Mr. Nepali is running his livelihood very nicely with his service fee. In these days, upper caste people started to respect him which was beyond imagination before.

59. The first batches of NFE which covered 300 adults and 330 children have completed their classes. NFE participants who completed the course showed very promising performance. Children with certificate from NFE classes admitted to class four in formal (school) education system. As a result of NFE classes, school attendance of students in the local schools has increased. Despite having success stories, the drop-out-rate was recorded high because of hindrance in free movement and gathering during conflict period. However, very encouraging information has been noted in the second batch of NFE, where twenty-six adult and fourteen children classes have been running. The numbers of adult classes are more than the planned and interestingly high rate (99%) of participation by women in adult classes.

Movements of being literate

Born in BS 2004, Mr. Sarke BK is now 60 year old. He was born in blacksmith family, but never had interest on it and preferred to make livelihood through daily wages labor. During his professional wage labor carrier, he had visited different parts of Nepal and Sikkim of India but could not get satisfaction. During his long journey he realized that the backwardness is basically due to his illiteracy. Because of not being able to make accounts of what he had earned he was cheated most of the time.

At the beginning of BS 2063, Bhimsensthan group was formed at Basane of Sisneri VDC ward No. 7 with the support from SAHAS-Nepal. Mr. Sarke BK also joined the group and received a piglet under small farmers support activity. At the age of 60 he also joined NFE to adults remembering all the difficulties he has faced in his life because of illiteracy. Upon completion of NFE, he has started to do signature instead of thumbprint. Whenever Mr. BK gets newspapers and books in Nepali, he starts reading. Mr Sarke shared his feeling that he have never thought of being able to teach his grand children, but he is doing so in this moment. He feels happy when he read the stories, poems and novels. The adult NFE class is the turning point of his life and has opened inner eyes of his wisdom, he adds.

60. Revolving funds of Rs. 5000.0 were provided to each professional porters group using the micro-finance principles. The group members have started own small business (trading consumable goods) and earning more money than that of the earlier profession. It has given them to choose easy livelihood options and develop confidence that the porter community could quit their traditional (coming from generation to generating) profession.

Dhakre Gaun: In the process of name change

Ethnic groups, like Tamang, Magar and Sunuwar live in a village of Balakhu VDC ward No. 9. The major occupation of the village residents was portering and the occupation has been continuing from generation to generation. Because of that the village was named as 'Dhakre Gaun (porters' village)', said Mr. Attru Sunuwar, a residence of the village. The villagers have small pieces of land but that did not yield sufficient grain to feed their family members. To sustain their family the only option they found was to porter loads from one place to another. As the income from portering is so meager, children of age 10 are also forced to take up the profession of their parent. Although they are willing to educate their children they could not do so because of extreme poverty.

With the help of SAHAS-Nepal, a group of 26 members was formed including porters. The group received non-formal education to adult and children, agricultural training and micro-finance support of Rs 5,000.0. With this micro-credit some have started to rear sheep and some have started vendor business. A recipient of micro-credit and vendor businessman, Mr. Purna Bahadur Magar shared his feeling that portering of own stuff and merchants' stuff has great differences in social dignity. As the village name 'Dhakre Gaun' lower their social dignity, the same group has decided to change the name of the village to 'Deurali Danda' and they have lodged an application in their VDC for the same.

61. The running of women health camp with especial focuses to uterus prolapsed made them aware about the problems they have been facing for a long time. One hundred and twelve women suffered from the problem received pressure ring and living comfortable life.

62. Execution of children nutritional status study elucidated the severity of the problem in the community. The community members were unaware about malnutrition to their children and now learned to combat the problem with the use of locally available materials.

63. Seven VAHW trained with support of SAHAS-Nepal have been serving in their own locality. Their services were more pertinent during the conflict period where support from District Livestock Services Office was withdrawn.

A contribution of leather shoes making training

Mr. Kamal Bahadur BK permanent residence of Kotgaun of Chyanam VDC – 7 is 18 years old. His mother passed away two years ago leaving only one bread earning member (his father) and three young children. After that sad movement, as the elder child, Kamal started to work hard to support his family from the age of 14. The hardship made him active and he started to participate in SAHAS-Nepal activities in the village. He has joined group and learned about importance of group and its strength to develop themselves and community. In the mean time, he was selected to shoes making vocational training organized by SAHAS-Nepal. After selection, he was quite nervous at the beginning and did not know what to do. But his curiosity to learn new skill made him determined to take part in the training. During the training he made many friends and he learned other things in addition to technical skills, he added.

Upon completion of three month training, Mr. BK received leather sewing machine, leather and other accessories to translate his acquired skill in practice. Mr. BK started his show manufacturing and repairing centre in his village and got popularity in the area in short span of time. He has made 200 pairs of shoes and sold gents shoes at a rate of Rs 400.0 and ladies shoes at a rate of Rs. 300.0. From shoes making and repair, he has already earned Rs 13,100.00 and continuing his work. He is very happy with the training and his profession at this moment but additional supports like credit without interest would be relevant to expand the business, too, he added.

64. The kitchen garden training received by more than 200 farmers has yielded positive results on vegetable cultivation and consumption. Diversifying vegetable crop species has helped fulfill nutritional requirements (e.g. introduction of carrot) and expanded production season. Ample production of vegetables not only served to family nutrition but also contributed to income through surplus sale.

Self-realization

65. It has been found that working in virgin areas is much easier because of great enthusiasm of the targeted communities, which was observed in Sisneri VDC. On the contrary, in areas where community members have experiences working with other organizations hang-over of past projects' working modalities remains with the people. In some cases they started to compare the working modalities of different organizations. For example, group members ask for instant capital support as practiced by Local Governance Program.

66. People empowerment through social mobilization is a sustainable approach and beneficial to the socially excluded group of society. But ultra-poor people, who have to manage their food in daily basis, face difficulty to participate in the labor contribution from the community. In this case, it would be helpful to provide subsistence food from the beginning of their participation. Furthermore, food for training and meeting would be useful to ultra-poor families to enhance their full participation.

67. Social elites (*Tatha Batha*) are more proactive and receive more benefit than poor if not watched properly by the social mobilizers. Hence, there is great need of eye opening during the problem prioritization and program implementation.

68. It has been experienced that mixed (men and women) group are more active than sole group. It has been experienced in many cases that women are more active and honest than men.

69. Small farmer selection process is experienced very effective and less controversial because of selection by group members themselves. The process ease to smooth implementation of the activity and support reached to the needy ones. As per the system, SAHAS-Nepal has been distributing goat or pig only to two families of a group. It would be better not to restrict in number and develop criteria to receive the support at first hand. It will enable to produce impact in quicker period of time.

70. SAHAS-Nepal working approach is people empowerment at first and then support on physical matters. There is a feeling that the process is long and but beneficial to the community at the end.

Shortcomings in Concept/Approaches/Implementations

71. There was weak voice to SAHAS-Nepal as 'workshop organizer' at initial stage. Feeling of poor motivation was observed in few sites where people have experience of involvement in similar type of development activities due to 'tangible support syndrome'.

72. Majority of baseline data collection work was completed during the conflict ridden situation. There might be supply of false data regarding land holding, food availability and non-farm income particularly from rich people. It would be better to revisit the household information of food sufficient households.

73. It was planned to run a child centre in each ward. Running of a child centre in a ward with fulfilling all underlying logic is found to be impractical in the case of hilly situation due to long distance i.e. wider coverage of a ward.

74. The project has concentrated its major construction works in the later part of the project life. It is realized to have at least six months post-construction period to observe post-construction management and maintenance by the community. During the period support will be provided if there is need of any outside help for the sustainability of the completed projects.

75. Despite having flexibility with the work plan, genuine problem in some cases could not get priority because of resource limitation. It would be better to make an arrangement to manage and/or divert contingency fund for such problem.

76. About 50% more time should be planned while preparing action plan of construction work. It is found difficult to finish the construction work within its actually planned duration in the context of full people participation.

77. SAHAS-Nepal has a system to review the work plan in semester basis by the project management team. However, clear documentation of amended plan and reason for changes has not been documented properly.

78. The project management team has done commendable job of base line information collection even in difficult situation. The collected information has already been entered onto computer after compilation. It would be excellent if the data could be analyzed using SPSS software and prepare a report.

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Appendix 1. Annual work plan (f/y 2004/05 – 2006/07) of FSP

1.1. Annual work plan of f/y 2004/05 (16 July, 2004 – 15 July, 2005)

Objective 1: To improve Food Security situation of most deprived households by increasing their various capacities and assists through community organization and social mobilization							
S.N.	Planned Achievements	Activities	Achievements indicator	Duration	Responsibility	Means of verification	Budget item
1	Clarification on concept of food security	1. Workshop and training on concept of food security	1. Participation of 18 staff in a workshop and a training	1. July 2005	1. Coordinator	1. Report and interaction with staff	
		2. Preparation of food security leaflet	2. Publication of an introductory leaflets of food security	2. November 2004	2. Coordinator	2. Published leaflets	

Objective 2: Improve of socio-economic status of the men and women through strengthening their organization, increased community participation, confidence building, capability strengthening and overall empowerment.							
S.N.	Planned Achievements	Activities	Achievements indicator	Duration	Responsibility	Means of verification	Budget item
1.	Information about existing situation	1. Base line data collection	1. Written profile of 5 VDCs	1. December 2006	1.VDCs TL	1. Household visit format and profile	
2.	Formed and empowered groups are capable to identify, to analyze and prioritize their problems	1. Tole meeting 2. VDC and Ward level introductory workshop 3. Group formation	1. 90 Tole meetings hold. 2. 5 VDC level and 45 Ward level workshops conducted 3. 65 groups are formed	1. June 2005 2.Before June 2004 3. June 2005	1. Team leader and facilitator 2. TL, Coordinator and facilitator 3. TL and facilitator	1. Minutes of committees and report 2.Reports and photos 3. Report and group records	
3	Effective co-ordination and cooperation at district level	1. District level introductory workshop	1. Holding a workshop in district	1. July 2005	1. Coordinator	1. Reports	

Objective 3: Capacity building and Institutional development of beneficiaries organizations for strengthening and enabling them to have access and mobilize external as well as internal resources in order to meet their long term sustainable rural livelihood needs.

S.N.	Planned Achieved	Activities	Achievements indicator	Duration	Responsibility	Means of verification	Budget item
	None						

Objective 4: Enabling target beneficiaries by providing with material, technical and economic support involve them in various income generating activities in the sustainable manner through their self help organization for the attainment of a quality life and meeting their basic family needs.

S.N.	Planned Achievements	Activities	Achievements indicator	Duration	Responsibility	Means of verification	Budget item
	None						

Staff development, program support and other associated activities

S.N.	Planned Achievements	Activities	Achievements indicator	Duration	Responsibility	Means of verification	Budget item
1	1. Capacity building of institution and staff	1. Staff recruitment 2. Office establishment	1. 8 female and 10 male recruited for FSP 2. One contact office at district HQ and 5 in each VDCs	1. February 2005 2. March 2005	1. EC and Coordinator 2. Project team	Working staff and documents	
2	1. Establishment of effective planning, reporting, evaluation and monitoring system	1. Annual work plan development 2. Training package development of 'group concept and empowerment' 3. Staff meeting and report writing (1. A written plan in systematic format 2. Written document for the training 3. Updated PME documents	1. December 2004 2. February 2005 3. On-going	1. Project team 2. TL and coordinator 3. TL, facilitators & coordinators	1. Written work plan 2. Written document of training package 3. Report, document and	

		monthly, bio-monthly, half yearly & yearly) 4. Regular field base Planning , monitoring & evaluation by staff 5. Use of PME format	- do- - do-	- do- -do-	-do- -do-	minutes -do- -do-	
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1.2. Annual work plan of f/y 2005/06 (16 July, 2005 – 15 July, 2006)

Objective 1: To improve Food Security situation of most deprived households by increasing their various capacities and assists through community organization and social mobilization							
S.N.	Planned Achievements	Activities	Achievements indicator	Duration	Responsibility	Means of verification	Budget item
1	Awareness about importance of nutritional and personal hygiene	1. Teaching in health and hygiene (10 primary school classes, 15 adult and 17 children NFE classes)	1. At least 80% of participants consume locally available nutritious food and use hygienic practice	1. Sept. 2006	1. June 2006	1.Records, photos & observation	
2	Support in Food Security situation and income generation	1. Village level animal health worker's training (6 person from Ilaka 9) 2. Vegetable cultivation training (1 training in each VDC)	1. 80% of participants start service in local area 2. Participants have more to eat and more diverse food with establishment of at least 50 kitchen gardens	1. June 2006 2. June 2006	1. Team leader, facilitator and coordinator 2.Team leader, facilitator and coordinator	1.Report, observation & visit 2. Record and observation	Rs.55000-FSA

Objective 2: Improve of socio-economic status of the men and women through strengthening their organization, increased community participation, confidence building, capability strengthening and overall empowerment.							
S.N.	Planned Achieved	Activities	Achievements indicator	Duration	Responsibility	Means of verification	Budget item
1.	Information about existing situation	1. Base line data collection analysis	1. Written profile of 5 VDCs	1. June 2006	1. VDCs Team Leader	1. Household visit format, profile	
2.	Formed and empowered groups are capable to identify, to analyze and prioritize their problems	1. Tole meeting (150 Tole meeting)	1. At least 6000 persons participated in 150 meetings	1. June 2006	1. Tam leader	1. Minutes, document and report	
3.	Participants are empowered and literacy rate and enrollment at school increased	1.NFE classes (20 for adult and 20 for Children)	1.1. 80% Participants become literate 1.2. 95% of children participants enrolled in school -1.3. Drop out rate of adult class below 20% and children class below 2%	1. September 2006	1. Team, facilitator and coordinators	1. Photos, report and direct visit	

Objective 3: Capacity building and Institutional development of beneficiaries organizations for strengthening and enabling them to have access and mobilize external as well as internal resources in order to meet their long term sustainable rural livelihood needs.							
S.N.	Planned Achieved	Activities	Achievements indicator	Duration	Responsibility	Means of verification	Budget item
1.	Improved infrastructure and livelihood	1. Toilet construction (300 in 5 VDCs)	1. Constructed pit latrines 10 for institutions and 290 for community	1. July 2006	1. TL, facilitators and technicians	1. Photos, report and observation	
		2. D.W. system construction and repair	2. 1800 People benefit from 10 drinking water	2. July 2006	2. TL, facilitators and technicians	2. Photos, report and observation	

		maintenance (5 repair maintenance and 5 construction in the Ilaka) 3. Repair and maintenance of irrigation canal (3 repair & maintenance in the Ilaka) 4. School support (10 schools repair & maintenance through materials support) in the Ilaka	systems 3. 3 irrigation canals repaired 4. 2000 students benefit from 10 improve school	3. June 2006 4. June 2006	3. Team leader, facilitator and technicians 4. Team leader, facilitator and technicians	3. Photos, report and observation 4. Photos, report and observation	
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Objective 4: Enabling target beneficiaries by providing with material, technical and economic support involve them in various income generating activities in the sustainable manner through their self help organization for the attainment of a quality life and meeting their basic family needs.

S.N.	Planned	Achieved	Activities	Achievements indicator	Duration	Responsibility	Means of verification	Budget item
	None							

Staff development, program support and other associated activities

S.N.	Planned	Achieved	Activities	Achievements indicator	Duration	Responsibility	Means of verification	Budget item
1	1. Effective Planning, reporting, evaluation and monitoring system		1. Staff meeting and report writing (monthly, bi-monthly, half yearly & yearly) 2. Regular field base Planning , monitoring & evaluation by staff 3. Use of PME format	Updated PME documents	On going	TL, facilitators and coordinators	Reports and document	

1.3. Annual work plan of f/y 2006/07 (16 July, 2006 – 15 July, 2007)

Objective 1: To improve Food Security situation of most deprived households by increasing their various capacities and assists through community organization and social mobilization							
S.N.	Planned Achievements	Activities	Achievements indicator	Duration	Responsibility	Means of verification	Budget item
1	Awareness about importance of nutrition and hygiene, reduced number of malnourished children, reduced number of respiratory problems	1. Nutrition test 2. Teaching in health & Hygiene (primary school, groups, NFE classes) 3. Demonstration how to prepare nutritious food 4. Improved stove training (1 time, 20 participants, 5 days)	1. Documented test result of 300 children - 80 % of participants prepared nutritious food (sarbottam pitho) 2. 80 % of participants use hygienic practice 3. 90% of identify malnourished children improved their nutrition status 4. 50% of household installed improved stove.	1. August last, 2006 2. on going 4. January last week 2007	1. Bhawani, Team Leader and Coordinator 2. Team leader, facilitator & coordinator 4. Team leader & facilitator	1. Record, visit 2. report, photos & observation 4. document, observation & photos	Rs.22000 – FSA
2	Support in Food Security situation & income generation	1. Grain storage training (1 time, 100 parti. from 5 VDCs) 2. Vegetable cultivation training (2 times in each VDCs) 3. Apiculture training (20 parti. from 5 VDCs)	1. 50% of participants store the grain properly by using local medicine & methods. 2. Participants have more to eat & more diverse food 3. They start selling their product	1. December II week 2006 2. August 3 rd week 2006 3. April 2007	1. Team leader, facilitator & coordinator 2. Team leader, facilitator 3. coordinator, TL & Facili.	1. Report, observation & visit 2. Record, observation 3. observation, photo & document	Rs.55000- FSA

Objective 2: Improve of socio-economic status of the men and women through strengthening their organization, increased community participation, confidence building, capability strengthening and overall empowerment.								
S.N.	Planned	Achieved	Activities	Achievements indicator	Duration	Responsibility	Means of verification	Budget item
1.	Information about existing situation		1. Base line data collection	1. written profile of 5 VDCs	1. December 2 nd 2006	1.VDCs TL	1. Household visit format, profile	
2.	Formed and empowered groups are capable to identify, to analyze and prioritize their problems		1. Tole meeting (60 Tole meeting) 2. Group management Workshop (3 day in each VDCs) 3. Planning and interaction workshop(1 day, 5 VDCs)	1. 76 group are formed 2. All groups developed action plan.	1. October 2 nd week 2006 2. August last week 2007 3. June 2007	1. Tam leader 2. Team leaders & motivators 3. Coordinators, TL and Facili.	1. Minute, document, report 2.documentation, photos 3. Report, photos & observation	
3.	Participants are empowered and literacy rate and enrollment at school increased		1.NFE class (Adult , 20+ Child, 15) 2. Follow up class (8) - Child development centre (2). - NFE refresher training - Extra activities (volleyball & school level essay competition)	- 80 % Participants become literate - 95 % of the participants enrolled in school - Drop out rate of adult class below 20 % and child class below 2 %	1. November 2 nd week 2006	1. TL, Facilitator & coordinators	1. photos, report, direct visit	4,50,000 – Social Empowerment
4	Formation and empowerment of main committee		1. Main committee formation process workshop (1 time in each VDCs) 2. Main committee strengthening workshop (1 time in	1. Formed main committee in each VDCs 2. Action plan & policy developed of each main committee	1.May 2007 2. July 2007	1.Coordinator, TL and facilitator 2. Coordinator, TL and facilitator	1.Report, visit 2. Minute, report	90,000 Social Empowerment

		each VDCs)					
5	Effective co-ordination & co-operation at local & district level	<ul style="list-style-type: none"> 1. District co-ordination workshop 2. Attend meeting in different community of district level and Local level 3. Organize and participate in different district and local level meetings 	<ul style="list-style-type: none"> 1. Duplication of activity getting lees 2. Resource sharing in different activities in local level 3. Regular attendance of stake holder at work shop and meeting 	Ongoing	Coordinator, TL	Minute, report	

Objective 3: Capacity building and Institutional development of beneficiaries organizations for strengthening and enabling them to have access and mobilize external as well as internal resources in order to meet their long term sustainable rural livelihood needs.

S.N.	Planned Achieved	Activities	Achievements indicator	Duration	Responsibility	Means of verification	Budget item
1.	Improved infrastructure and livelihood	<ul style="list-style-type: none"> 1. Toilet construction (400 in 5 VDCs) 2. D.W system construction and repair maintenance (5 construction & 5 repair & maintenance in Ilaka wise) 3. Irrigation repair & maintenance (5 repair & maintenance in Ilaka wise) 4. School support (repair & maintenance & materials) 10 repair & maintenance in Ilaka wise 5. D.W. worker training (20 person , 8 days , 5 	<ul style="list-style-type: none"> 1. Constructed 400 pit latrines 2. 1800 People benefit from 10 drinking water system 3. 5 irrigation canals are repaired 4. 2000 students benefit from 10 improve school 5. Workers are capable to sustain D.W. system. 	On going	TL, Coordinators, Facilitators	Photos, report, observation	<ul style="list-style-type: none"> 8,00,000 Social empowerment 10,00000 Social empowerment 55000 Social empowerment 350000 SE

	VDCs , 1 training)					
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Objective 4: Enabling target beneficiaries by providing with material, technical and economic support involve them in various income generating activities in the sustainable manner through their self help organization for the attainment of a quality life and meeting their basic family needs.

S.N.	Planned Achieved	Activities	Achievements indicator	Duration	Responsibility	Means of verification	Budget item
1	People are capable to fulfill their basic needs by income generating activities	1. Small farmer support (30 No. in Ilaka) – goat & pig 2. Micro credit - Porter support (20 group from Balakhu & Sisneri)	1. Small farmer yearly income between 2000 to 5000 2. yearly income of porters group increased by Rs.5000	On going	TL, facilitators	Observation, photos, report	

Staff development, program support and other associated activities							
S.N.	Planned Achieved	Activities	Achievements indicator	Duration	Responsibility	Means of verification	Budget item
1	1. Capable staff	1. Staff tour 2. staff development training	1. Improved knowledge about Food Security by visiting partner projects. 2. Improved knowledge about training topic	Jan, 28, 2007 & Feb, 27 2007	TL, Coordinators & Facilitators	Photos, observation	
2	1. Effective Planning, reporting, evaluation & monitoring system	1. Staff meeting and report writing (monthly, bio- monthly, half yearly & yearly) 2. Regular field base Planning , monitoring & evaluation by staff 3. Use of PME format	1.Updated PME documents	On going	TL, facilitators & coordinators	Report, document	

