

Facing the phase-out phase

MSc minor thesis at Care Nepal, Jalaidh Integrated Watershed and Natural Resource Management Project II (JIWAN II), Dhanusha district, Nepal.



MSc Minor Thesis by Eva van Rijsingen

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Facing the phase-out phase

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FOREWORD

Currently I am in the second year of the master International Land and Water Management (MIL). Since I have never done an internship during my bachelors, I really felt like missing the experience of working outside the universities boundaries. For this reason I decided to do my minor thesis within an external organization. This way I got the opportunity to create an image of a different working environment.

As I was looking for an interesting place to fulfil my minor thesis, I was looking for a project that would combine as many as possible aspects of MIL. This to be able to identify which direction of the study suits me best. Furthermore, I wanted to go and work on a project related to nature/natural resource conservation. The country of Nepal has always had my curiosity, with its beautiful landscapes and various cultures. So everything came together when I found the JIWAN program of CARE Nepal, which seemed to suit really well to what I was looking for.

Speaking afterwards, I have obtained insight in how things go in the real world. And that is very different from the university's case studies we usually work with. I encountered lots of personal and professional challenges during this minor thesis and therefore, learnt a lot on both fields. I have gained a lot of knowledge and experiences from the program and its people, and I am very grateful for that.

In particular I want to thank Prasad Chhetry, Lekh Nath Adhikari and Khul Thapa from the JIWAN team for all the support they gave me, and the good times we've had together! I want to thank Pankaj Kamal and Neha Sharma for their excellent assistance during my fieldwork. Furthermore, I want to thank my supervisor in The Netherlands, Aad Kesler for guiding me through the reporting process. Without all of you, the people from the Janakpur Regional Field Office and the boundary partners, my research would not have been possible.

With this research, I am hoping to contribute something to the JIWAN II program, or a possible future program.

LIST OF ABBREVIATIONS

ARCA	Argo labourers and local Crafts people Association Nepal
FGD	Focus Group Discussion
IDRC	International Development Research Centre
JIWAN	Integrated Watershed and Natural Resource Management Program
JWAS	Janaki Women Awareness Society
JWAS	Janaki Women Awareness Society
LOPAN	Lok Patshala Organisation Nepal
LP	Lok Patshala
LSC	Life School Centre
MIL	Master International Land and Water Management
NGO	Non Governmental Organization
NRM	Natural Resource Management
OM	Outcome Mapping
PCCAP	Participatory Conservation and Community Activities Programme
PLAF	Public Land Agro Forestry
PVSE	Poor, Vulnerable and Socially Excluded
RWCPP	Rural Workers and Crafts People's Programme
sRQs	sub-research questions
SUYUK	Samaj Uthai Yuba Kendra
UCPA	Underlying Causes of Poverty Analysis
VDC	Village Development Committee
WDCU	Watershed Development Coordination Unit

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1 INTRODUCTION

1.1 Program area

Nepal can generally be divided into three regions; the mountainous Himalaya region, the hilly mid region, and the flat Terai. The hilly mid-region, also called the inner Terai, includes the valleys between the Mahabharat range (2000-3000 meter high) and the more southern situated Siwalik or Churia hill range (600-900 meter high).

The Jalaidh watershed, program area of the Jalaidh Integrated Watershed and Natural Resource Management Program (JIWAN), ranges from the Dhanusa district border in the Churia hills, south all the way to the Indian border (Figure 1).

The Churia hills are still growing due to geological activity and thus relatively fragile. Furthermore, mismanagement by forest users has made this area even more prone to land degradation. The Jalaidh river causes severe erosion as it incises the Churia hills. High erosion upstream has resulted in tremendous problems downstream, especially during the monsoon (Hartmann, 2005).

Sedimentation occurs mainly in level areas where stream velocity is low, the riverbed rises causing frequent floods and widening of the riverbed. The elevated riverbed has already lead to changes in the river's flow direction, sometimes at the expense of human settlements (Neupane, 2008). Whereas during the monsoon water causes inundation, during the rest of the year access to (ground)water is very limited.

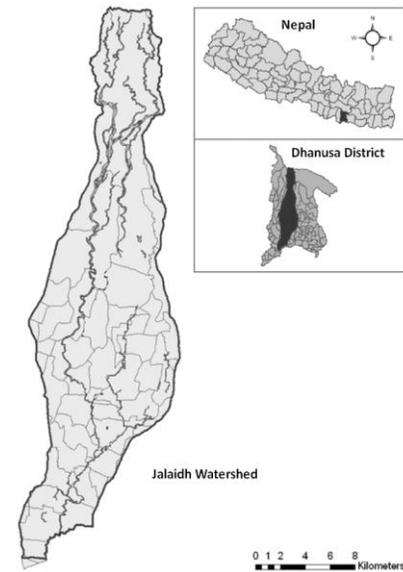


Figure 1: Program area (left) (adapted from Progress Report JIWAN II, Dec 2010)



Figure 2: land incision in Churia hill (left) and riverbed in midstream area (right).

Next to land and water-related problems, socio-cultural problems are the order of the day. The growing population with its gender inequality, discrimination and social exclusion (caste system) is hampering the already weak rural economy. Lack of governmental trust towards the local population resulted in absence of communication between politicians and the rural population. At the same time this has impeded governmental investments.

1.2 JIWAN Program

JIWAN II tries to make a difference on these social-economic issues as well as on the Natural Resource Management (NRM) related problems within the Jalaidh watershed.

The JIWAN program was originally designed for a five year period. Partly due to the unstable political situation at that time and partly because of the need for in between evaluation, was decided to split the program up into two parts. Both parts, JIWAN I (2005-2008) and JIWAN II (2009 – June 2012) were separated by a bridging period wherein pilot experiences could be analyzed. In July 2009 was started with JIWAN II, this program continued on JIWAN I but is aiming to extend its benefits to a wider area.

The program's primary target group is the poor, vulnerable and socially excluded (PVSE). The secondary target group consists of those people whom fall out of the primary target group but whom can contribute to achieving the desired outcomes. Think of local natural leaders and people whom have the connections to get JIWAN's objectives on the agenda of different instances or even on the national agenda.

The PVSE are represented by and primarily approached as their Lok Patshala (LP) or Open Village School; an initiative of the JIWAN program that facilitates meetings among members of a local community, originating from different social levels. During LP meetings, discussion and action planning on relevant topics takes place (CARE Denmark et al., 2006). Furthermore, LP provides delegates who join the Village Development Committee (VDC); the lowest administrative units in Nepal¹.

From JIWAN I to II there has been an increase from 9 to 16 VDCs engaged in the program. These are distributed over the upstream, midstream and downstream part of the Jalaidh watershed. 16 VDCs corresponds to approximately 110.000 potential direct beneficiary people (JIWAN II, Main document).

Underlying Causes of Poverty Analysis (UCPA) was used to determine the working areas of the program within these VDCs (Sharma, 2011).

¹ A VDC can be seen as a local government, however very interactive with the local people. A VDC covers about 3-4 villages, called wards (JIWAN Programme information pamphlet).

JIWAN II's main objectives are:

- a) Improvement of natural resource management and economic activities.
- b) Increased equality in power, capacities, access to and control over resources within households, communities, the watershed and the district.

JIWAN II's sub-objectives are:

- 1) The personal and organizational capacities for natural resource management and promotion of equality and inclusion of the poor and socially excluded have been strengthened for equitable, effective and sustainable co-management of watershed resources at household, community and watershed levels.
- 2) Natural resource management has been improved and diversified for increased productivity and sustainability while social and economic relations have been changed to increase equality at household, community and watershed levels.
- 3) Local, district and national policies and practices are influenced by the people and organizations for promoting equality and social inclusion, accountable governance, sustainable and equitable natural resource management and improved livelihood for the poor and socially excluded.

(Baseline Survey Report, JIWAN II, Oct 2009; Progress Report JIWAN II, Dec 2010)

1.3 The phase-out phase

As a program or project is nearing its end, all its activities/outputs should be handed over to the local population. For the program output to be sustainable, this phase-out process has to be well considered (Integrated Holistic Approach Urban Development Project , 2007). A plan is necessary to be able to pull back external inputs such as staff and resources without wiping out what has been established so far. When project/program activities are handed over to the local community, for these activities to continue, people should have the capacity to adopt them (Graaff, de et al., 2008; Australian Government, 2012). Sometimes, is even said that the local community should not only adopt, take over, the program's activities but should even adapt to the program input, as to make it one's own (Shiferaw et al., 2009). Here you could speak of a change in behaviour. And outcome is defined as the changed behaviour of boundary partners².

A proper phase-out strategy enhances a program's outcome and finally its impact. Accordingly, a phase-out strategy can also positively contribute to spatially spreading (scaling-up) the program outcomes. According to Vernooy and McDoughall, "research contributes to concerted planning for the future and

² Boundary partners are those people/organizations whom are directly influenced by the program and on their turn can directly or indirectly influence the program's beneficiaries (Smutylo, 2005; Earl et al., 2001).

social change” if a phase-out strategy is incorporated. The use of a phase out strategy is mentioned as a principle of good practice in Natural Resource Management (Vernooy & McDougall, 2003). If such a strategy is missing, there is an increased risk that problems will show after withdrawal of the program. People might turn out to have become highly dependent on the program and unable to function after its withdrawal. Furthermore, lack of benefits/incentives might hamper the beneficiaries to continue the program’s activities (Vernooy & McDougall, 2003). For the reasons mentioned above, programs often incorporate exit or phase-out strategies in their planning and main strategy (Gündel, 2001; WDCU, 2004).

Some examples of principles that could be part of a phase-out strategy are (Anderson et al., 2006):

- Participatory action research
 - Participatory planning
 - Involve local population in designing exit strategy
- Monitoring and Evaluation
- Attraction of (local) governmental support
- Formation of organizations/community groups
- Possibility of collaboration with other organization
- Linkage with private sector
- Well considered, phased, scale down of external input (program staff & resources)

Some principles mentioned above, might already play a role in the early phase of a program, other principles should be taken into account in later stages.

From November 2008 on, activities from the first program phase (JIWAN I) have been handed over to local organizations or beneficiaries.

Each program component has done research on a smooth way to phase out its activities. The role for local communities, implementing partners and governmental agencies in this process are formulated. (Progress Report JIWAN II, Dec 2010).

1.4 Objective & Research Questions

As the JIWAN program nears its end, phasing out is one of the main present activities. For (continuity of) the program's activities, it is important that this is done in a well-considered way; the phase-out process is expected to have great influence on the final program outcomes, and on its impact on the longer term (Integrated Holistic Approach Urban Development Project , 2007).

This leads to the following objective:

To obtain insight in the outcomes (as in the changed behaviour of boundary partners) of the program as a result of used strategies, to be able to make recommendations for future program/project design.

The corresponding problem statement would be:

Lack of insight in the effectiveness of used strategies.

Answering the main research question, as stated underneath, will lead to obtaining the objective;

Which outcomes, resulting from the JIWAN program, can be observed so far and which recommendations, considering phase-out strategies, can be based on these findings?

The following sub-research questions (sRQs) will operationalize the main research question;

1. *Which phase-out strategies, as part of the main strategy, are officially (to be) used within the JIWAN program?*
2. *Which outcomes have been achieved?*
3. *What is the effect of used strategies on the achieved outcomes?*
4. *What can be recommended considering future phase-out strategies?*

1.5 Boundary partners of analysis

Due to the scarce time availability, it was impossible to analyze the effectiveness of phase-out strategies considering all JIWAN's activities. For this reason I focus on solely three activities.

Underneath a brief description is given of each of the activities of analysis. To find out which outcomes have been achieved within these activities, the corresponding boundary partners were analysed upon their behaviour. Figure 3 shows the JIWAN program's partly structure. The boundary partners that will be analysed are marked with a red border. For each boundary partner the total existing amount is indicated in the box. Per boundary partner, three units were analysed; one in the upstream, one in the midstream and one in the downstream area of the Jalaidh watershed. This with exception of the ARCA Nepal and LOPAN DDC level committees of which there is only one unit. For the exact location of all the units that were analysed, see ANNEX I.

For the program implementation, the JIWAN II team works together with two local organizations that were already working in the program area prior to the program; Samaj Uthai Yuba Kendra (SUYUK) and Janaki Women Awareness Society (JWAS). The project area, with its program activities, is divided over both implementing partners. Meaning that units of the same activity in a different area can be set up by a different implementing partner. In ANNEX I, details are given on which implementing partner works with which unit of analysis.

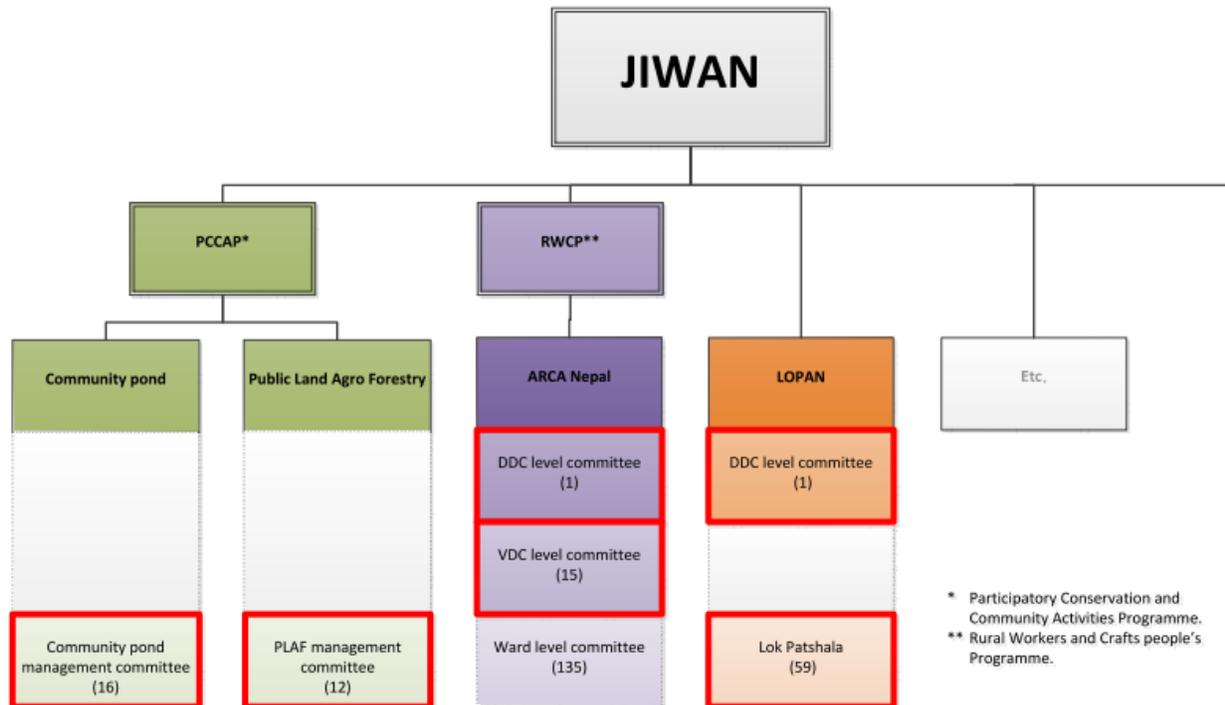


Figure 3: Partly program structure of JIWAN. Boundary partners of analysis are marked with a red border. For each boundary partner, the total amount of existing units is indicated between brackets.

RWCP

The Rural Workers and Crafts people's Programme (RWCP), a component within JIWAN I and II. RWCP is targeting the weakest group within the local society; the poor, landless and Dalit-women and men. RWCP meets many challenges due to the little resource availability from beneficiaries' side.

The Argo labourers and local Crafts people Association (ARCA) Nepal is a Non Governmental Organization (NGO) resulting from this component.

ARCA Nepal

ARCA Nepal is established to unite and raise voices, it is seen as a capacity building activity.

Main aims of ARCA Nepal:

- To build advocacy skills; enabling to claim rights
 - To build organizational skills; stimulating formation of Community Based Organisations
 - Increase confidence and self esteem
 - Improve living standards by improving livelihood options (skill trainings and Livelihood Improvement Plans)
 - Improve access to common natural resources
- (Progress Report JIWAN II, Dec 2010; JIWAN II main content report, 2011)

ARCA Nepal operates on the Ward, VDC and district level (figure 2). The DDC level committee has 11 members, VDC level committees have an average of 9 members whereas at the ward level 5 members is the average. Committee members are chosen in a democratic way.

On the DDC level bimonthly meetings are kept (also joined by program officers of JIWAN's local implementing partner organizations) whereas on the VDC level every month a meeting is organized. Meetings are called in by JIWAN's Field Coordinators and chaired by the ARCA chair person.

A NRs. 19.000.000 fund is used to serve ARCA Nepal's members and is operated at the VDC level. This fund was raised by the membership fee for ARCA Nepal (NRs. 5,- per year) together with 2% of the paid wages for the construction of the Life School Centre (LSC) by ARCA Nepal's members.

LOPAN

Lok Patshala Organisation Nepal is the umbrella NGO of the 59 LPs in Nepal, located in 16 VDCs within the program area. Each LP provides three representatives to join LOPAN, so there's a total of 48 members. The DDC level executive committee exists of 11 members.

Main activities of LOPAN:

- Representation of LPs at district level, join forces
- Raising funds with government and other organizations, networking
- Collaborate with VDC in planning and execution of plans: create transparency and mobilize people.
- Closing the gap between government and community by creating transparency.

Lok Patshala

Lok Patshala (LP) or Open Village School, is a non-formal school for adults. Each LP has about 25 members, equal amount men and women, representing every social group. Within each household only one person can be a member; together all members represent their community. In each LP, a member based management committee is in place.

A big part of LP's agenda is set by the members themselves. To put focus on important topics that cannot be missed, part is determined by the JIWAN program.

Outside the monsoon season there are weekly meetings, facilitated by a Local Research Person (LRP) whom is hired by the JIWAN project.

LP is ultimately aiming to empower people for change in natural resource management and in the social and political sphere. It does not use the written word to achieve its goals, so is accessible for all.

LP provides new knowledge and skills to improve participants' understanding of the world and themselves in it. It stimulates growth of skills, understanding and self-confidence and should thus raise awareness of the fact that they can influence their reality: It stimulates (collective) action.

LP can be seen as a forum for the discussion on and planning of community development activities, change in local attitudes, advocacy campaigns etcetera. Furthermore, bringing together different social groups stimulates the revision of social relations among different groups.

The lack of a plan for the facilitation of LP meetings, after the JIWAN program has phased out, questions LP's sustainability.

The fact that there is no after phase-out plan for the facilitation of LP meetings, questions the sustainability of LP.



Figure 4: LP meeting, Digambarpur, the "midstream unit".

PCCAP

Both community ponds and Public Land Agro Forestry (PLAF) are a result of the Participatory Conservation and Community Activities Programme (PCCAP), a component within JIWAN I and II. The PCCAP aims to develop coherent, democratic communities with no social exclusion. Better democracy is necessary for a good connection to the VDC level which should stimulate the VDC to fund community activities.

Each Community pond as well as PLAF has its own management committee with around 5-10 members. The pond should benefit the local community as a whole. Members of the management committees are often poor, landless people. The program steers it this way since these people do not have their own land to look after and would therefore like to feel some ownership of this part of public land. The management committee generally wants to be rewarded for their work by receiving more profit from that particular part of public land than other community members. Legislation regarding public land does not allow this. This is a critical point here.

PLAF

Within the 16 VDC that are participating in the JIWAN program, 12 public land agro-forestry groups have been formed. Covering a total area of 27.9 hectares. The whole community should be benefitting from PLAF.



Figure 5: PLAF, Puspawalpur, the “upstream unit”.

Community ponds

Generally regards renovated ponds which are used for aquaculture. Furthermore they serve to capture the runoff water during the monsoon; Construction of ponds in the upstream area should be stimulated as a tool to control heavy water run-off in this period.

A total area of 7,3 hectares is developed into pond.

A pitfall might be that lack of available resources might hamper proper maintenance after the completion of JIWAN.



Figure 6: Community pond, Gopalpur, the “midstream unit”.

2 METHODOLOGY

2.1 Methodological framework

The methodological framework of this study is presented in figure 7. All collected data are qualitative. Based on these data, only recommendations can be made on the expected best options.

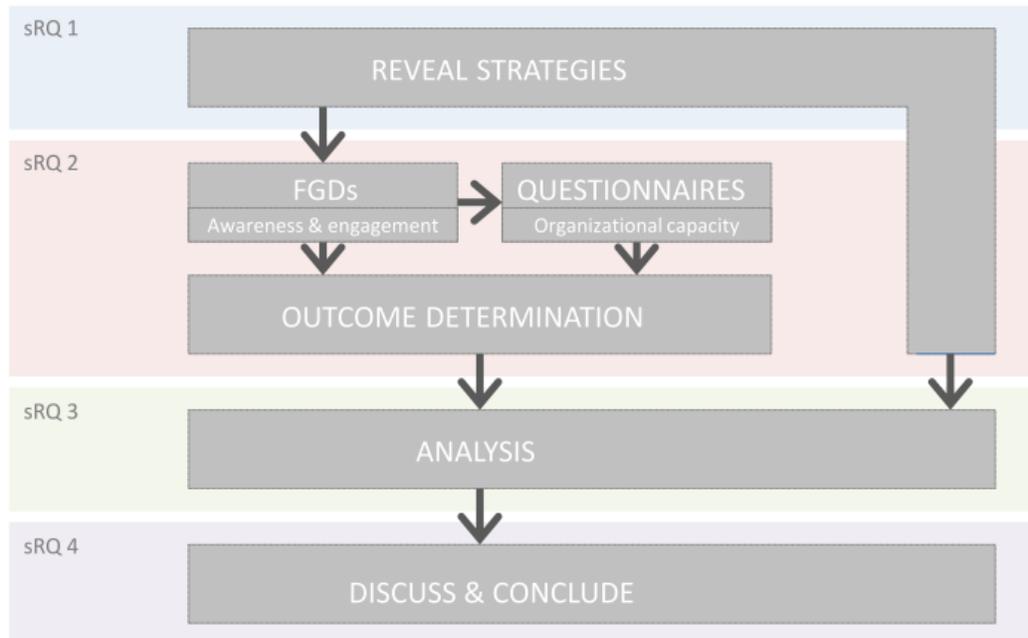


Figure 7: Methodological framework

2.2 Revealing strategies

By analysing project documents and consultancy of involved colleagues, I have identified the exit strategies that were designed for the project. This provides the answer to the first sRQ.

2.3 Outcome Determination

A high impact of the program's, exogenous input and all triggered endogenous inputs is what projects/programs generally aim at. Impact is defined as a lasting effect (de Graaf, Kessler, 2010).

It's hard to define the pure impact of a program since it is not only the program that contributes to the achievements, also numerous other external and internal inputs or influences do. Besides this, actually, impact can only be determined in the future, far after the program has ended (Smutylo, 2005; Earl et al., 2001).

For these reasons I prefer to use the program outcomes as a measure for success. Outcome is defined as the changed behaviour of boundary partners. Boundary partners are those people/organizations whom are directly influenced by the program and on their turn can directly or indirectly influence the program's beneficiaries (Smutylo, 2005; Earl et al., 2001).

To answer the second sub-research question, I will use elements of the Outcome Mapping (OM) technique for the analysis of the chosen boundary partners. Outcome mapping is a technique developed by the International Development Research Centre (IDRC), designed to assist in project planning, monitoring and evaluation (Jones, 2009). In OM, the focus is on the change of behaviour, relationships, actions or activities of the people and groups with whom the project directly works and interacts (the boundary partners) (Smutylo, 2005). Here the focus is on people, whereas in more traditional forms of evaluation is focused on development outputs as change in conditions (Jones, 2009)(Earl et al., 2001).

OM does not aim to replace traditional forms of evaluation, however it is a good supplement as its different focus gives more insight in the sustainability of project outputs.

Outcomes interact with each other, making it difficult to trace the output achieved by a particular input. Furthermore, project outputs might also be influenced by stakeholders outside the direct project sphere. Using outcome mapping, a project does not claim the achievement of impact but recognizes the potential contribution of other actors and thus focuses on its own contribution to outcomes: Boundary partners control change whereas the project as an external agent can only, temporarily, contribute to/facilitate this process by providing access to new ideas and resources (Earl et al., 2001). So, the idea is that if boundary partners have a good behaviour/changed mindset, they will keep on influencing the beneficiaries in proper way, also when the program has phased-out. In other words, positive changes should happen due to the action of local people and no longer due to program input. In the long term, this could lead to impact at the beneficiaries level (Roduner et al., 2008).

Focus Group Discussions

The FGDs are designed based on the theory for OM as described by Sanginga et al. (2010). In the latter study Focus Groups Discussions (FGDs) were facilitated using the After Action Review (AAR) approach (CIDA, 2003). The following questions were used during AAR (Sanginga et al., 2010):

- “ 1. What was supposed to happen? Why?
2. What actually happened? Why?
3. What is the difference? Why?
4. What went well? Why?
5. What could have gone better? Why?
6. What lessons can we learn?”

I have customized these questions as to serve for revealing the involvement of the interviewees. Furthermore I added questions considering:

- Awareness of upcoming phase-out
- Awareness of consequences

- Active thinking about continuation/ future perspective
- Action planning for continuation

In total 14 Focus Group Discussions (FGDs) were organized with the different committees as described in paragraph 1.5. These FGDs were aiming to answer sRQ1 and contribute to the answer on SRQ2. I used the interview guide, as can be found in ANNEX II, to structure the FGDs. The interview guide is based on three main objectives, whereas the second objective includes four sub-objectives:

With regard to sRQ2 (Which outcomes have been achieved?):

1. To find out if the interviewees are aware of the importance of the activity of analysis.
2. To find out if the interviewees are engaged with the activity of analysis.
 - I. To find out whether the interviewees are aware of the upcoming phase-out of JIWAN, or not.
 - II. To find out if the interviewees are aware of the consequences of this phase-out.
 - III. To find out if the interviewees have been thinking about the continuation of this activity after JIWAN has phased out.
 - IV. To find out whether the interviewees have made a plan for continuation after JIWAN has phased out, or not.

With regard to sRQ3 (What is the effect of used strategies on the achieved outcomes):

3. To find out what is the (in)direct effect of JIWAN's phase-out strategy on this activity.

Analysis of Focus Group Discussions

The notes made during the FGDs are coded according to six categories based on the FGD objectives. One extra category is added, aiming at information on the organizational capacity of the interviewees. This 7th category is used to supplement the result of the questionnaires as will be explained later on.

Coding categories:

1. Awareness of importance
2. Engagement
3. Awareness of upcoming phase-out
4. Awareness of consequences
5. Future thinking
6. Concrete plan
7. *Organizational capacity*

The information contained in the coded fragments gives insight in the status of the interviewees, related to a certain activity of analysis, with regard to these criteria. This allows me to allocate each activity of analysis to a certain level of outcome as described below.

The FGD notes are analysed and classified into a certain level of outcome. Six levels of outcome are defined based on indicators for outcome, considering a combination of awareness and engagement that

is likely to lead to change in behaviour and thus towards sustainable practice with regard to the activity of analysis. Passive engagement can occur without any awareness of importance of the considered activity (Krick et al., 2005). Basic awareness triggers a more intense form of engagement which than stimulates more awareness and engagement to a higher level (Larson & Williams, 2009). The defined levels of outcome are visualized in Figure 8.

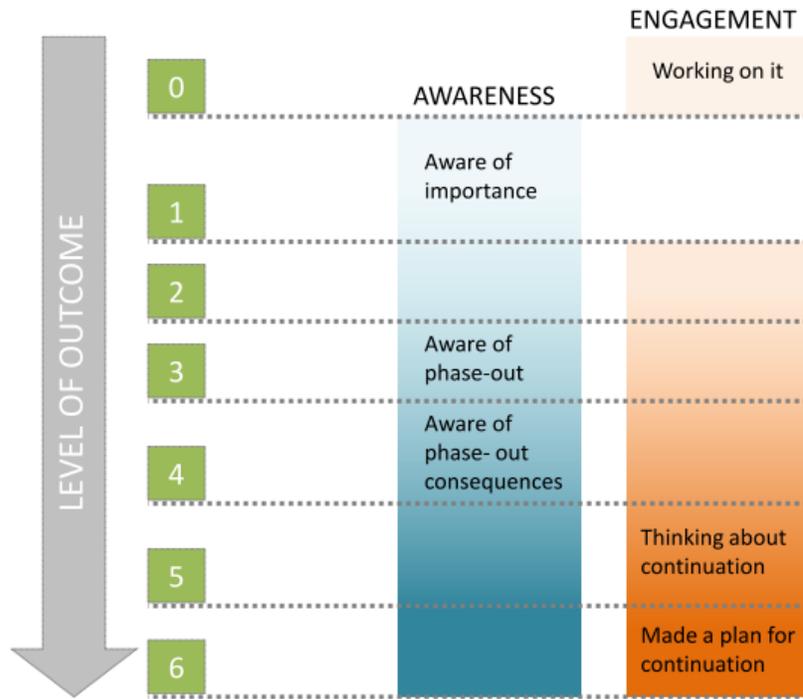


Figure 8: Levels of outcome.

A short explanation of each of the levels of outcome is given underneath.

0th level: Everybody who's participating in a FGD is obviously, to a certain extent, engaged in the particular activity of analysis. This does not ensure that the interviewees are also aware of the importance of the activity of analysis. For this reason this behaviour cannot be called outcome.

1st level: Interviewees that are allocated to this level of outcome are found to be aware of the importance of their activity. However, they do not act like that; they are not making effort towards successful execution of the activity of analysis.

2nd level: Interviewees that are allocated to this level are found to be aware of the importance of their activity whereas they are only engaged to a very basic extend. For this reason they are not

aware of the upcoming phase-out or any corresponding consequences. There's a lack of future perspective.

3rd level :Interviewees that are allocated to this level of outcome are found to be aware of the upcoming phase-out. Not of its consequences. This corresponds with a low level of engagement.

4th level :Interviewees that are allocated to this level of outcome are aware of the upcoming phase-out and its consequences. The interviewees' engagement ensures this awareness.

5th level :Interviewees that are allocated to this level of outcome are aware of the upcoming phase-out and its consequences. Furthermore they have been thinking about the future of their activity and might have ideas of how to ensure future continuation, without the support of the JIWAN project.

6th level :Interviewees that are allocated to this level of outcome are aware of the upcoming phase-out and its consequences. Furthermore they have made a plan to ensure future continuation. The committees that are allocated to this level of outcome are assumed to be sustainable.

Outcome level 6 has to be considered as desirable because at this point in time, awareness combined with engagement and a proper plan for future continuation is the best you can aim for. If this level of outcome will indeed ensure sustainability of the activity of analysis cannot be stated now.

The outcome levels 4, 5 and 6 are regarded as potentially sustainable. In level 5 and 6, the capacity of the interviewees is incorporated. People can be so aware of and engaged in their activity but just not able to think of any useful plans for the future, due to lack of education for example. A change in behaviour that is necessary to achieve outcome, is then also to be able to use those skills enabling future planning and independency.

Still the project is running and capacity building, preparing for independency, is the current activity. So, if awareness and engagement are plentiful, than there is a chance that capacity building of leaders or general beneficiaries will be sufficient to reach sustainability. And thus, outcome level 4 is regarded as potentially sustainable here.

After categorization of the activities of analysis into a certain level of outcome, a comparison is made between observed levels of outcome of up-, mid- and down-stream units of the same activity. Next to this, the comparison is made between units of the same activity that were set up by SUYUK and those setup by JWAS. Finally a general conclusion is made on the outcome within the boundary partners within each activity of analysis.

Change in behaviour and awareness of importance with regard to the activity of analysis, are of major importance. However, without the needed organizational capacity for future continuation, sustainability

is not likely at all. This is why the questionnaire serves to find out whether organizations, or committees within, are healthy and thus capable for continuation. During the FGDs information has been collected with regard to organizational capacity as well.

Questionnaires

Part of the methodology for OM as described by Earl et al. (2001), formed the basis for the analysis of LOPAN and ARCA Nepal: Namely, reviewing of organizational practices. If committees within the activities of analysis are in the possession of certain organizational practices, they are said to be well performing and capable of sustainability in case of change (Earl et al., 2001). Table one shows the eight most important organizational capacities. For each of these practices indicators have been designed by Earl et al. (2001), these indicators allow quantification of the state of good organizational practice. These principles were used as a basis for the questionnaire, as can be found in ANNEX III.

Table 1: most important organizational practices. Adapted from Earl et al., 2001.

EIGHT ORGANIZATIONAL PRACTICES	
1. Prospecting for new ideas, opportunities and resources	5. Checking upon those already served to add value
2. Seeking feedback from key informants	6. Sharing your best wisdom with the world
3. Obtaining the support of your next higher power	7. Experimenting to remain innovative
4. Assessing and (re)designing products, services systems and procedures	8. Engaging in organizational reflection

Questionnaires were handed out to all committees, one per member, who were considered to have substantial organizational responsibility towards a lower level, their beneficiaries/members and whom were considered able to fill them out. They were handed out after the FGD and collected at a later point in time.

All LP-management committees that were analysed, LOPAN district level executive committee and the ARCA Nepal VDC and DDC level committees have received questionnaire. The pond and PLAF management committees did not receive a questionnaire since these people are illiterate and thus unable to fill them out. During the FGDs with these boundary partners, I added some questions based on the questionnaire to compensate for this.

Analysis of questionnaires and organizational capacity

The questionnaire is used for the quantification of the organizational capacity of the different organizations, and committees within them. With the use of Microsoft Excel the obtained data are

visualized and used to determine the extent of practices of organizational capacity, which is assumed to be directly linked to the sustainability of the organization. The findings from this section are used to complement or confirm findings from the FGDs.

To be able to compare units of the activities ARCA Nepal and LOPAN upon their organizational capacity, the significance of the observed differences had to be computed. SPSS' Kruskal-Wallis test was used to examine the groups of non-normally distributed, semi-continue, unbound variables (Moore, 2009). Based on the obtained outputs, a comparison is made between capacities of up-, mid- and down-stream units of the same activity. Furthermore, a comparison is made between units of the same activity, set up by SUYUK and JWAS.

Furthermore, quotes regarding organizational capacity, obtained during the FGDs, are used to complement the results of the questionnaires in making a statement on the organizational capacity of the activities of analysis.

2.4 Putting strategies and outcome side by side

To answer the 3rd sRQ, the information obtained during the evaluation of achieved outcomes and the revealed strategies are combined, to find out whether certain used strategies coincide with a certain (lack of) outcome, or not.

3 RESULTS

3.1 Strategies revealed

The exit plan aims to consolidate learning, plan gradual phase-out of activities and to give continuation to some of them in a sustainable way. One of the prerequisites of this plan's functionality is that the implementing partners need to accept it and work with it. The plan also incorporates a staff and partnership phase-out plan, as well as plan for phasing out the inventory. Here I only mention those details relevant for this thesis, so those strategies related to the activities of analysis. In ANNEX IV an overview is given of generally relevant strategies as well as of the specific strategies per activity of analysis. Behind each strategy is indicated when it should have been implemented and when it actually was implemented, if these data were available. The strategies are categorized in the following main categories:

- Participatory approach
- Capacity building
- Capacity building of leaders
- Institutionalization
- Independency
- Linking up & embedment in other's agendas

The strategies have been collected from the original exit-strategy plan from April 2009 and the amended plan from October 2010. Furthermore, general project documents (JIWAN II main doc & progress report December 2010) describing the project's strategies were analysed.

In the first instance, all strategies that can be found in ANNEX IV were executed according to the JIWAN project-staff. After more in-depth discussion based on field experiences, I found that not all strategies were executed to the full extend. And that some had just been started or were in the planning for the very close future. At that time only three months of the program period was left.

3.2 Outcomes achieved

Focus Group Discussions

The information contained in the coded fragments of the FGDs notes (ANNEX V), and their context, allowed me to allocate each of the analysed activities to a certain level of outcome. Figure 9, shown underneath, gives an overview of the achieved levels of outcome according to this analysis. An explanation on Figure 9, per type of activity, is given in the following paragraphs.

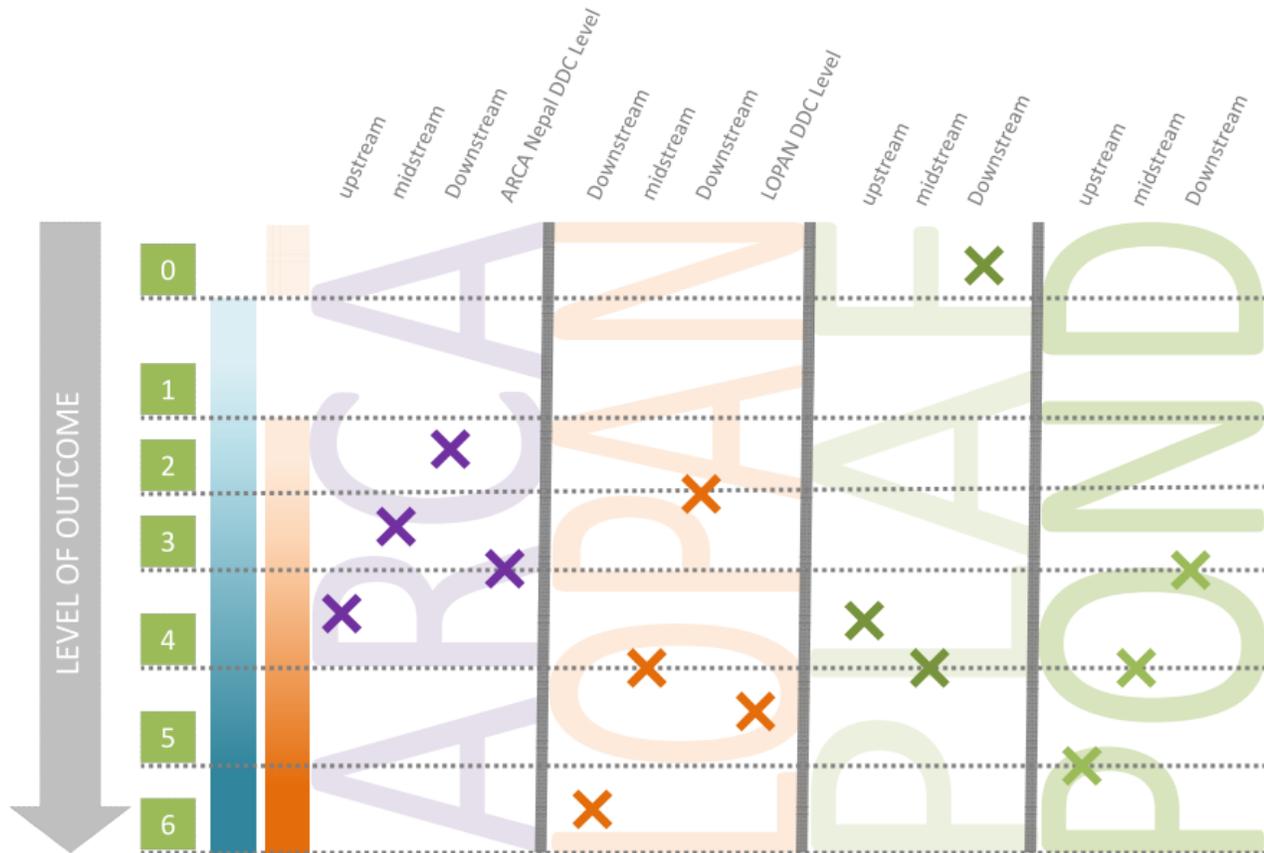


Figure 9: The levels of outcome achieved per unit within the corresponding activity of analysis (from left to right; ARCA Nepal, LOPAN, PLAF, Community ponds). Units within one activity are ordered from left (upstream area) to right (downstream area), in case a DDC level committee was analysed, its outcome level is shown at the right-most position.

ARCA Nepal

In general the outcome level among the ARCA committees is not very satisfactory. Committee members seem to be very aware of the importance of ARCA Nepal’s activities. However, only a basic level of engagement is found. The FGDs revealed that all ARCA Nepal bodies that have been studied, turned out to be very dependent on JIWAN; for funds, training organization and for general coordination. All units seem to be functional. However, they all mention that without JIWAN’s help things will change. (Box 2)

BOX 2

- “JIWAN is guiding all ARCA activities now, what to do when we are no longer guided?
We feel as if a big tree protecting us will disappear.”
“People will miss lots of opportunities because JIWAN facilitated the access to services that we would not find on our own. Like how to apply for a scholarship.”
“Trainings will stop, this has a negative impact”
“In the beginning there will be problems to initiate ideas since these used to come from JIWAN. After that we will manage.”
(*“upstream unit” ARCA VDC Level committee members*)
- “JIWAN is operating ARCA and providing trainings.
Both of this will stop.”
(*“midstream unit” ARCA VDC Level committee members*)
- “If the program or others contribute enough than ARCA’s members will make this possible.”
(*“downstream unit” ARCA VDC Level committee member*)
- “JIWAN is needed especially for coordination at VDC level, we will not manage without that. like providing the trainings.”
“ARCA is guided by JIWAN now, this should continue otherwise we might get lost.”
“There will be no one to guide us, so what to do?”
“The management of ARCA is good while JIWAN helps, this will change.”
“Trainings will stop because they were organized by JIWAN and not by ARCA.”
“We [...] will have financial problems without JIWAN”
(*ARCA DDC Level committee members*)

In the “upstream unit”, the interviewees were only partly aware of the upcoming phase-out but aware of its consequences. General future perspective was there pointing towards a higher level of engagement. This made me categorize them in outcome level 4, despite their lack of awareness on the upcoming phase-out.

From the FGD with the “midstream unit” ARCA Nepal VDC level committee I can conclude that they only seemed to be engaged up to a basic level. Still, they were partly aware of both the upcoming phase-out and its consequences. However they were very ignorant towards those consequences. On the question: How are you going to deal with these consequences? The following answer came:

“Not, we will continue the way we are going right now.” (*“midstream unit” ARCA VDC Level committee member*).

For this reason they are allocated to outcome level 3; despite their awareness of the phase-out consequences.

The interviewees in the “downstream unit” were not aware of the phase-out nor of its consequences.

The ARCA DDC Level committee was aware of the upcoming phase-out but still its consequences were not sharp-cut.

LOPAN & Lok Patshalas

The level of outcome, defined as change in behaviour; a combination of awareness and engagement, seems to be substantial according to the collected information.

People are really convinced of the importance of LP within their society; they are aware of the fact that LP put in a process of change with regard to equity and their general problem solving capacity. Also they find LP as a medium for self-development which is, or was, the first step towards desired developments in any other field. (Box 1)

BOX 1

- “We have decided to neglect untouchability as a result of the discussion on the weaknesses in our society”
“Social changes should come from LP. LP necessarily has to continue! ”
(Management committee member “upstream unit”)
- “Lok Patshala has functioned as a true eye opener.”
“We can go out now and participate in meetings and workshops” “We feel proud of our selves”
(Female management committee members “midstream unit”).
- “Group discussions and gathering with men and women, all different people together is really useful.” “Discussing our own cultural background made us aware of the stupid causes for gender and caste discrimination. This really helped to diminish the discrimination.”
(Management committee member “downstream unit”)

Although, awareness and basic engagement is always present, a clear difference is observed in the levels of outcome achieved among the different LPs. In the “upstream unit” , future thinking has been part of the activities of the LP which has resulted in a plan that should support them in the near future. Furthermore, this LP has already shown its capacity by recruitment of external support and the substantial own investment of its members.

In the “midstream unit”, people realize that they should have thought about how to sustain their future, however this was done only on a very basic level. Another sign towards lack of engagement is the fact

that they were too late submitting their plans to the VDC to be incorporated in the one-yearly VDC budget.

In the “downstream unit”, lack of awareness about the upcoming phase-out hampered the members from thinking about what the future might look like and how to be prepared for this. Furthermore, little own initiative is observed here. People seem to limit their engagement to JIWAN’s direct input.

LOPAN, the umbrella organization of all LPS, is a very young organization (set up in 2010). According to the FGD results, the LOPAN DDC Level committee is aware of its current and future role. Furthermore, the interviewees are willing to give their best input. However, there is a sense of insecurity expressed in the frequent request for more training and a better action plan with regard to the committee. A general assembly with the LOPAN VDC level committees and all LP management committees will be held soon, this is where they are going to discuss these issues.

LOPAN is a new organization, for this reason they say, there is a lot to improve on their organizational skills. As a response to the FGD and the questionnaire, they were stimulated to do some serious self-reflection and started to document their activities. They are very thankful for the eye-opener.

PLAF

In general the PLAF management committee is part of LP. A common problem with regard to sustainability of these afforested “public land” areas is first of all to get the land officially declared public. And after that, it is often the management committee who wants to benefit from its effort by having the exclusive right to access the fruits and wood of this land. This is contradictory to the principle of public land and difficult to sell to other community members.

The awareness among different PLAF units is very diverse. From up to downstream it seems to decrease. In the “upstream unit”, people were thoroughly aware of the importance and purpose of their PLAF. Here the lack of current direct benefit was accepted. Whereas in the “downstream unit”, the PLAF was truly only kept for wood production. (Box 3a, c, e)

Engagement of the management committee members differs a lot among the three analyzed PLAFs as well. Own initiatives to raise money or obtain plants for the PLAF in the “upstream unit” are pointing towards high engagement. The absence of good result due to bad management in the “downstream unit”, is the other extreme. The “midstream unit” is in-between both places considering awareness and engagement. However still a high level of outcome is reached here. This is thanks to the effort of a smaller group of individuals, led by the LRP, in the “midstream unit”. These people are clearly aware of the importance of their PLAF and have invested their capacities in the search for alternative support, which was successful. Also in the future they will continue making these efforts. (Box 3b, c, f)

In the “upstream unit” people did not think about future support options yet, since up to now they didn’t see the urge. Still, the “upstream unit” PLAF seems sustainable thanks to the high engagement of its managers, illustrated by previous actions. (Box 3d)

BOX 3

- a. “There are no real results now, we are making effort for a better future.
“It’s also for protection against floods, the land is more stable and does not flush away, we this know from experience.”
“Trees are an important source of oxygen”
- b. “Before we have saved money by not spending the LP-snack money as provided by JIWAN, this money was used for the procedure of identifying which land is public.”
“We’ll always be serving this land”
“This year each HH provided one mango and one jack fruit seedling”
(“upstream unit” PLAF management committee members)
- c. “JIWAN should take care of the plantation, it should have been done in a better way. This also would have saved the land from being flushed away.”
- d. On the question if they have been to looking for support from other people or organizations, or plan to, the LRP gave the following answer:
“We already have an alternative;[...]. In the future we will keep contacting higher levels with our very active LP members”
(“midstream unit” PLAF management committee members)
- e. So if there if you can not mention one good result of this PLAF, why do you continue with this?
“Because we hope to get profit from the wood of the trees once their ready.”
- f. “The committee members are not working well, that’s why good results stay out; it would be better to have less weeds.
And the Forest Development Organization gave a fund to build a wall to the president of the PLAF but nobody knows what happened with this money. The president left to India for work. The committee also collected money for the PLAF, the president also went away with this money.”
(“downstream unit” PLAF management committee members)

Community ponds

In general pond management committees are part of LP. Ponds are readily profitable since fish can be bred and sold there within a year. All management committees have set up a good system on how these profits should benefit different groups within the community.

The amount of benefit experienced from the pond, seems related to the level of outcome achieved among its management committee members.

In the “upstream unit” the pond is very beneficial for all villagers because it gives them access to water for bathing the cattle. Previously they had to walk more than 7 kilometres for this. So the saved time can be used for many other purposes now, likewise it allows them to have more cattle. Due to their high engagement people are even willing to invest part of their own income in the pond. They are aware of the consequences of JIWAN’s phase out and thought about how to deal with these. Some concrete plans have been made, however these are not sufficient to ensure the realization of all their plans. (Box 4a)

In the two other villages, the pond benefits are just based on the earnings from fish production. Difficulties with flooding, flushing out the fish, and drought during part of the year have a direct negative effect on the financial profitability of the pond. People’s engagement is only based on these financial earnings and is thus likely to go down with the same trend. Lack of additional benefit from the pond does not compensate for the decreased engagement due to low fish harvests in the “midstream unit” and the “downstream unit”.

In the “midstream unit”, the pond management committee is aware of the consequences of JIWAN’s phase out. However, they did not think of how they are going to deal with these consequences yet. They do have some ambitious other future plans with regard to the pond earnings. For this reason they are categorized in between outcome level 4 and 5. (Box 4b)

the “downstream unit’s” pond management committee seems to be engaged in the pond management and comes up with ideas of how the pond could be improved. However, the realization of these improvements is not part of their future perspective. They are ignorant towards the fact that JIWAN will no longer provide support to them. (Box 4c)

BOX 4

- a. "JIWAN provided a lot of help. If they are not here to guide us, part of the management will be lacking."
"We are dependent on JIWAN because without them there is no proper option for the funding of our plans."
"I already gave hard work for the construction of this dam, now I want to maintain it no matter what. I would invest part of my income for its maintenance or improvement."
"The income from bamboo, planted around the pond and fish should be around 200.000 NRS/Year. The bamboo will be ready for harvest after two years from now."
("upstream unit" pond management committee members)
- b. "If all the mentioned improvements are made than the profit will increase. If JIWAN stops, there will be no effect, no increase. But we are not independent from JIWAN since we are expecting them to provide us the materials for the mentioned improvements and they are the ones that show us the way when it's about construction."
"We have our own savings within the ward now, thanks to the pond. These savings will also be used to support the poorest villagers to let their children attend school." (Data collection is done to indicate the 7 poorest households, the plan is to support these as soon as more money is saved)
("midstream unit" pond management committee respectively member, LRP)
- c. **Do you think that things will change for you after JIWAN has stopped?**
"No, everything will continue as it is going now. For the mentioned improvements money is needed and JIWAN should provide this. Actually, JIWAN should built all ideas and we will use it."
("downstream unit" pond management committee member)

Questionnaires and organizational capacity

I did not manage to collect the “upstream unit” LP management committee’s questionnaires. These data are still missing and thus not part of the analysis.

Figure 10 visualizes the total amount of practices of organisational capacity that are said to take place in each unit of analysis. The white bar shows the average total amount of practices of organizational capacity that are said to take place within each committee of the activity. The coloured bars visualize the quantity of organizational capacity per unit of analysis for both activities.

The implementing partner in both LOPAN units that were analysed was SUYUK. The upstream unit of ARCA Nepal (Puspawalpur) is also implemented by SUYUK whereas the other two units are taken care of by JWAS (figure 10).

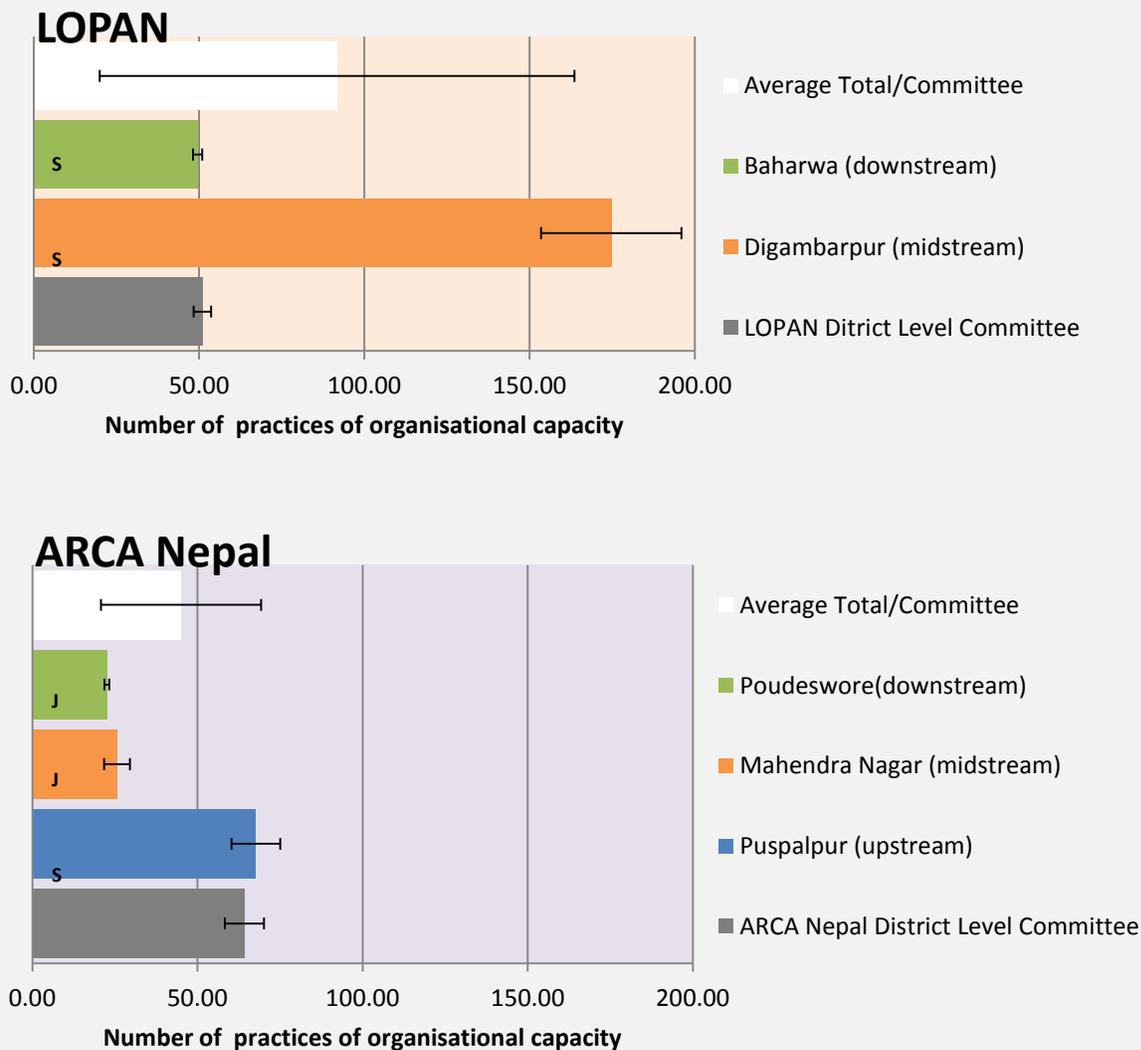


Figure 10: Average amount of practices of organizational practice performed. An "S" in the histogram refers to SUYUK as implementing partner whereas "J" refers to JWAS.

Kruskal-Wallis analysis

Kruskal-Wallis analysis revealed a significant difference between the downstream and midstream unit of LOPAN (Table 2a). An insignificant difference was found for the same comparison within ARCA Nepal. Other differences in organisational capacity, that are found between the units of ARCA Nepal turn out to be significant (Table 2b). Furthermore, the difference between the average total amount of practices of organizational capacity, that are said to take place within both organization's committees, is also significant according to the Kruskal-Wallis analysis.

A combination of data from both activities gives better insight in the relation between up -, mid- and down-stream activities with regard to organisational capacity in general (Table 2c). In this case, only the difference between mid- and upstream does not seem significant.

To facilitate interpretation, the median value for each group is given in table 3.

Table 2: Significance of difference between units of analysis for; a) LOPAN; b) ARCA Nepal; c) LOPAN + ARCA Nepal. S= significant; NS= non-significant.

a)LOPAN	Downstream	Midstream	Upstream
Downstream			
Midstream	S		
Upstream			

b) ARCA Nepal	Downstream	Midstream	Upstream
Downstream			
Midstream	NS		
Upstream	S	S	

c)LOPAN + ARCA Nepal	Downstream	Midstream	Upstream
Downstream			
Midstream	S		
Upstream	S	NS	

Table 3: Median values for the amount of practices of organizational capacity that are said to be carried out.

	Downstream	Midstream	Upstream
LOPAN	3,3	11,1	
ARCA Nepal	1,4	1,3	4,0
LOPAN + ARCA Nepal	2,1	3,8	4,0

Quotes on organizational capacity

Based on the quotes on organizational capacity collected during the FGDs, information is collected on community pond- and PLAF management committees' organizational capacity. Only in the upstream

unit of community ponds a sign of capacity was noted. For all other units only quotes negatively with regard to organizational capacity were found. The coded data can be found in ANNEX V.

3.3 Strategies and outcome, side by side

General

JIWAN uses organizations which were set up during the program, such as LOPAN and ARCA Nepal, to take over the program's activities. Furthermore, local implementing partners with a matching agenda play a role. After the JIWAN program, these local partners will continue working in the area and have by then hopefully incorporated the programs objectives in their own ones.

To facilitate a smooth transfer of activities, using minimal external support, was planned to provide the organizations involved with the needed organizational capacities. This did not happen sufficiently in all cases.

VDCs and other stakeholders are engaged with the program's planning and resource allocation as much as possible. Still lack of (financial) resources is the major current and future concern.

The Life School Centre (LSC) as one of the program outputs, contributes to sustainability of all project outcomes. LSC will be used to facilitate further regional development by among others functioning as a meeting place and the provision of trainings. Furthermore, the establishment of a library at this location will provide insight in all program related topics, for beneficiaries to be able to consult this in the future as well.

ARCA Nepal

As can be seen in ANNEX V, for ARCA Nepal no phase-out strategies are found in the categories "Participatory approach" and "Independency".

From the FGDs was found that people feel very dependent on the JIWAN II program. Of course it is difficult to set up this type of activity in a participatory way. Certain skills/knowledge are required for setting up such a sophisticated activity. The only option here would be to make use of capacity building of leaders, or selected people for organizational purposes. This was initially the plan, however very recently was started working on this; too late.

Institutionalization of ARCA Nepal is part of the phase-out strategy of JIWAN II. Institutionalization provides more certainty and opportunities. However to get access to, or make use of, these privileges the members have to be capable of taking them out. Due to lack of these capacities, institutionalization does not contribute optimal to the organization's sustainability in this case.

Remarkable is that almost all found strategies are focused on the sustainability of the benefit of ARCA Nepal's current beneficiaries. However, there is a strategy on institutional capacity assessment of ARCA Nepal, but up to this moment this did not happen. The focus on sustainability of the organization ARCA Nepal itself is missing. It even seems as if there's aimed at linking all ARCA's current activities to other organizations, making ARCA Nepal redundant.

As the focus has not been on ARCA Nepal as an organization, while it is one of the boundary partners, the overall low outcome among interviewees working for this organization can be explained.

LOPAN

From the FGDs was found that that the interviewees from LOPAN and LP are engaged. They are actually very engaged! But generally only with current issues and LP's role in finding a way to cope with these. It might not be fair in this case to allocate the lack of future thinking to the lack of engagement. People are so busy with the present problems, and so excited about how they can make a change, that there is no time to start working on possible future problems (yet).

Due to the taste of independence received by handling the own budget, feeling is created with the necessity of money and its scarcity. This might have caused people from LPs to be generally more aware of resource problems that might occur after JIWAN's phase-out, compared to ARCA Nepal interviewees.

Furthermore, it was planned to totally phase out 10 LP by June 2009. This never happened due bad cooperation between JIWAN's staff and implementing partners. Of course this is a missed chance on insight in the sustainability of the LPs and lessons learnt that could have been applied later in the program.

Linking up with external stakeholders, as described in the strategy plan (ANNEX V), worked out. Many contacts are there at the moment. However of course this does not imply that funding will be easy to find in the future. This will always be difficult.

Community ponds en PLAF

From analysis was found that engagement of the interviewees strongly depends on the benefits that can be obtained from the activity.

The effort that people will put in, after JIWAN II has phased out and is no longer pushing any activity, depends on the awareness of necessity. During the early program phase more emphasis should have been put on the importance and possible benefit from the activities. This would have yielded in higher engagement and thus a higher level of outcome.

Necessity or benefit will be higher for poor landless people, so it is a good strategy to focus on these people for the execution of PCCAP.

Linking PCCAP activities with, the relatively sustainable, LP, is likely to improve the course of PCCAP activities.

The joint formation of a clear management plan with clear roles, would ease up continuation of the activities; less engagement would be needed in the first place to keep on going. Too bad that despite this was planned for, it did not happen.

4 DISCUSSION & CONCLUSION

4.1 Strategies revealed

Revealing all strategies that are used during the JIWAN II project is not that straight forward as it might seem. Lack of proper administration made it difficult to get access to the right reports. Often only drafts or non-final versions were available. The combination of the available reports and consulting of colleagues finally gave an hopefully complete image.

4.2 Outcomes achieved

Focus Groups Discussions

ARCA Nepal

Based on the findings as described paragraph 2.3, can be concluded that ARCA Nepal, in its current condition, is not likely to be sustainable. At both analyzed organizational levels, people indicate their lack of engagement with ARCA Nepal's main practices and speak of their dependence upon the JIWAN project for general coordination.

This impression of ARCA Nepal results in a meagre outcome level 3. This means that interviewees are found to be aware of the importance of their activity, whereas they are only engaged to a very basic extend. Most of the time someone within a committee is aware of the upcoming phase-out, but no one is aware of its consequences. There's a lack of future perspective.

LOPAN

In general can be stated that LP has made a great contribution to all developments triggered by the JIWAN project. In all activities of analysis, LP members play a crucial role. This is confirmed by the participation of LP members in ARCA Nepal as well as in pond- and PLAF- management committees. The latter is pointing out that people "wake up" in LP and from there move the society in many ways. The result of FGDs with LP management committees confirmed the mobilization of engaged people, a process that still seems to be going on.

LP is definitely sustainable as a local discussion platform, bundling people's forces to achieve more in their society. However the allocation of financial resources, to work out plans, might not always be ensured in the future, like is observed in the "downstream unit". The fact that all LPs are united in LOPAN makes their position more strong; LOPAN is there to assist all LPs where needed. According to the description in paragraph 3.2, LOPAN has outcome level 5 and is thus potentially sustainable.

The general impression of LOPAN and its LPs based on the analysis done within this thesis results in an outcome level of 4,5. This means that Interviewees are aware of the upcoming phase-out and its consequences. The interviewees' engagement ensures this awareness. Furthermore most of them have

been thinking about the future of their activity and might have ideas on how to ensure future continuation, without the support of the JIWAN project.

PLAF

Based on the findings as described paragraph 2.3 can be stated that the PLAF in the “downstream unit” is not likely to be sustainable. The outcome achieved among the members of the management committees of the other two PLAFs might be sufficient for sustainability. No general conclusion can be made on the level of outcome obtained among PLAF management committee members, outcome is very case specific.

Due to the lack of direct benefit from PLAF, it is essential to know the bigger goal behind it. Outcome seems to be mostly limited by awareness on importance of Public Land Agro Forestry.

Community ponds

There is general awareness about the fact that ponds can be used for income generation to serve community development, and that it is nice to have water around. Overall, the achieved outcome in pond management committees is limited by the engagement of people, related to the benefits they get from the ponds. This benefit depends on the scarcity the resources that a pond can bring, which differs per village. Since all pond management committees achieved outcome level 3,5 or more, there is definitely potential for sustainability of the current ponds. However, maintaining a pond is different from improving or expanding this practice.

Questionnaire and organizational capacity

According to the indicators as defined by Earl et al. (2001) both organizations, ARCA Nepal and LOPAN, are well performing and capable of sustainability in case of change. This because they are, at least to a basic level, in the possession of those indicative organizational practices which were quantified by the questionnaire. A significant difference in average quantity of organizational practices taking place within the committees of LOPAN and ARCA Nepal is observed here. The corresponding difference is found for the outcome level of interviewees from both organizations.

The quotes collected on organizational capacity, generally showed a low level of organizational capacity for the pond- and PLAF management committees. This could be expected because it are the PVSE people who are running these committees. Without proper capacity building by the JIWAN project, these people are likely not to know how to function as an organization.

Relationships

A remarkable finding from the questionnaire analysis is the significant difference in quantity of organizational practices between units of the same activity in the up-, mid- and downstream part of the program area.

The missing numbers on the “upstream unit” of LOPAN, Hariharpur LP, are expected to be relatively high. From the FGDs the impression on this LP was very good and it is probably the most well-structured LP of those that were analysed. As can be seen in Table 2c, the only non-significant difference in the combined analysis (containing data from LOPAN and ARCA Nepal), is the one between upstream and

midstream. As this difference is significant in the ARCA Nepal data, and upstream data are missing for LOPAN, I assume that based on a bigger dataset, all differences between up-, mid- and downstream will be significant.

Here I also take into account the achieved outcomes which show a clear pattern as well; the level of outcome decreases as the river goes downstream.

A possible explanation for the relationship between up-, mid- and downstream units is a skewed distribution of attention paid by the program implementing staff. The source of all watershed wide problems is in the upstream area. For this reason, it is likely that the program staff put their focus on this area.

Next to this, based on data from both the FGDs and the questionnaire, no statement can be made on the influence of the local implementing partner (JWAS or SUYUK) on the achieved outcome level.

In total, I have analysed only 4 units that are taken care of by JWAS against 8 that are taken care of by SUYUK. If I would have analysed at least one unit per implementing partner in each area (up, mid, downstream) for each activity of analysis, than this would have enabled me to make a statement here.

Furthermore, my findings are based on a relatively small amount of data. It would be better to base statements on the analysis of more units in each area of the watershed. One unit of each activity per area, might not be representative for all units in that area.

4.3 Methods

Focus Group Discussions

During the first three FGDs I was accompanied by two or three colleagues. At that point one of them was my translators. This had a negative influence on the overall experience for me. I felt like my colleagues were taking over, or at least taking the lead. Since the interviewees and my colleagues were already familiar with each other this went automatically. I had the feeling that they could not ask the questions as I intended to ask them and that the answers also did not fully reached me. Partly due to language problems and partly because of my colleagues' own background leading to additional questions that were not on my list. After the first FGD my colleagues pointed out that if my questions would be more simple we could get more valuable answers. Or that I should find a creative way to get the answers out of the interviewees, not just by asking questions. As a response to this I came up with some illustrating drawings, and a really clear manual for my colleagues so that they would truly understand my questions as well. This improved the course of the FGDs.

One time another colleague had to interpret for me and her English turned out to be of insufficient quality. She was translating too slow, and often not understandable. This made me feel really awkward and caused the FGD to get long and boring for the participants.

After three FGDs, I started working independently together with my interpreter. She was more professional and an outsider, which made here do exactly what I wanted; no own input. Furthermore,

she was a really good communicator in two ways. The supporting drawings were not necessary anymore. We even got several compliments on our way of facilitating the FGDs, people really felt at ease and were stimulated to express their thoughts. My conclusion here is that it is important to have a capable interpreter.

The FGDs were executed with different amount of people each time. Also the participation differs among individuals. Furthermore, I invited a special group of people whereas sometimes also others attended. I did not sent away these other people and they have been influencing the discussion. Sometimes it were people with a facilitating role, so their knowledge was more than average and sometimes it were general members, not of the specific requested committee, who joined. The presence of other people than the target group has influenced the results. In future cases I will make sure to communicate clearly with a local facilitator, which people I want to talk to and I will ask him to assist me in reaching them and excluding, or not including, others.

Furthermore, I experienced that participation of 15 people is about the maximum to be able to have a proper FGD.

It is important to make sure that the location of the FGD is appropriate, not too noisy, not offering a lot of distraction and not openly accessible to interested passers. A FGD held in an openly accessible public spot might bring along a huge crowd, which can be quite disturbing. Especially if the principle of general inclusion and stimulation of participation are of high priority, it's difficult to send people away.

Due to the wedding season, not all invited people were able to attend the (whole) FGDs. This was no problem as long as the total amount of present people would be still sufficient (5+) to capture different views. In one case, I was left with only two (out of 7) participants at the end of the FGD. I did include the obtained data in my analysis since I think they were still representing the general attitude within the committee. However, in the preparation of future research I will make sure to check upon festivities, or other routine activities such as harvests going on in the research area. This to be able to plan field visits in a period where people are most likely to be available.

During the FGDs I have made notes. Notes, based on the information my interpreter gave me. This means that the information I have written down is not literally what the participants have said. I even did not write down what was said by whom, except for when something was said by the local facilitator (because he was not part of my target group). I think it is important to keep in mind who is talking and what this particular person would like to tell. So, do not assume everything that is said to be the truth.

Questionnaires

It would have been better to facilitate filling up the questionnaires instead of handing them out and collecting them again. Collection is very difficult in areas where people are not mobile and where (distant) communication is hard. Next to this, if I would have facilitated filling out the questionnaires I would know for sure that the questions were understood and filled out correctly. There was no time for me to do this. However it would have been possible to instruct someone else very well, so this person

could go out and do it for me. Financially this might not have been possible since the program budget might not allow me to hire someone.

Not always, all committee members have filled out the questionnaire. This does not allow me to analyse the committee as a whole. Here I have to assume that the part of the committee that I can analyse is representative for the missing part. This means that I can only use average values for the analysis. Anyway, essentially all committee members should fill out the same answers since all questions are about things that are done by the committee as a whole.

Numbers, such as the amount of literate people, are possibly incomplete and thus not of value for analysis.

The fact that I have to work with average numbers decreases the amount of data available for statistical analysis, hampering correlation analysis. Testing the correlation between for example average age and amount of practices of organisational capacity is thus not possible.

All questions are regarded as evenly indicative for organizational capacity. Question 5a is excluded from statistical analysis since its answer is dependent on the amount of beneficiaries, which is very different between both activities.

4.4 Strategies and outcome, side by side

General

The fact that there is an exit plan does not necessarily lead to execution of that plan. Reality shows that the implementation of some components of the plan is postponed to the very last moment, possibly to the moment where it is already too late. Most strategies like for example those on linking up and embedment in others' agendas, could be implemented with more care to reach a more satisfactory result.

Not all categories of found strategies are evenly important. Capacity building should not be a specific phase-out strategy. Capacity building should be the focus of the entire program and should ideally already be achieved to satisfactory level at times of phase-out. If capacity building is still the focus during the phase-out phase, than it is probably too late. Furthermore, capacity building of leaders should only be at stake when the potential capacity of non-leaders is insufficient.

A general finding is that the capacity to generate financial resources, will be a problem in the future as it is now. The program's (phase-out) strategy could have put more emphasis on the mobilization of donors, possibly sharing of donors with related projects, generating own revenues thru membership fees, revolving funds and income generating projects like the ponds (Alkenbrack & Shepherd, 2005). This would at least give some more certainty for the close future, and more time to become less financially dependent.

It seems a good strategy to work with newly established organizations such as LOPAN, ARCA Nepal and the already existing local implementing partner organizations; they can keep on impacting the program area when the program is no longer running there. However, this will only work if these organization have the capacity, and will, to carry on.

The LSC has played an important role during the JIWAN program and it will continue doing this after the program period. In the first place the development, maintenance and daily management of the centre has generated livelihood options. Furthermore, it is very useful to have a central meeting place that can be used by all project activities, as well as by outsiders. Next to this, for the many visitors, program beneficiaries, boundary partners and external stakeholders, the LSC demonstrates the presence of local potential and capability of people. Commercialization in the future will possibly deliver more benefits to the entire program area.

For outcome mapping in general it is useful if boundary partners prepare a mission plan³ during the initial project phase. This baseline mission plan can later be compared with a new mission plan in a later stage of the program. The differences give insight in the changes of attitude and mindset of the boundary partner and thus in the achieved outcome.

ARCA Nepal

No strategies related to participatory approach nor independency were designed for ARCA Nepal. This results in a lack of engagement and strong dependency.

Especially here was pointed out that it is important to work on your phase out strategies throughout the project, start on time. Reality shows that during the project phase the emphasis is (of course) not on phasing out. It would be useful to have an employee with the special task to focus on phase-out strategies, and (making others) stick to the phase-out plan, throughout the whole program.

Next to that, the failure of capacity building of leaders seems to keep boundary partners within ARCA Nepal too much dependent on the JIWAN program.

LOPAN

Capacity building of leaders should play a bigger role in LP as well. LRP are already fulfilling an important facilitating role in the LPs, but this role could be better defined. A leader's role can be to direct the members and steer towards necessary topics, such as a future plan. This way, a large responsibility is put in hands of this one person. Still I think that it's a good approach to let people with leadership capacities take care of organizational issues and let others continue working on core LP activities.

Strategies on participatory planning and independency benefitted the achieved level of outcome here.

³ Mission plan: A document telling what the expectations with regard to the program input/output and own vision are and why (Roduner et al., 2008).

Community ponds & PLAF

Part of the program strategy was to focus on poor landless people for the execution of PCCAP activities. In reality it is indeed observed that landless people are more dedicated to these activities.

Linking up PCCAP activities such as community ponds and PLAF with LP, provides more certainty. But on the other hand, in this way the responsibility for continuation of different activities is concentrated in a smaller group of people, increasing the risk of wide failure.

No strategy is designed with regard to independency. However the joint development of a management plan would have contributed to this as well.

Also here the incomplete execution of strategies, next to lack of awareness raising in the earlier project phase, hampers achieving a high level of outcome.

Relationships

The observed difference in outcome level and organizational capacity between ARCA Nepal and LOPAN can be explained by the incomplete exit strategy found for ARCA Nepal. Lack of a participatory approach and strategies with regard to independency has taken its toll.

About the effect of exit strategies on the outcome for community ponds and PLAF I cannot say much because outcome turns out to be very case specific, dependent on the local awareness of importance. This awareness should have been established in the early program phase.

Generally can be said that the extent to which the existing phase-out plan is carried out, positively influences the achieved outcome.

5 RECOMMENDATIONS

After putting the achieved levels of outcome and the used strategies next to each other, I come to the following recommendations.

- Work on the phase-out strategy throughout the entire program. Ideally, have a staff member focussing on sticking to the phase-out plan as primary task.
- Work actively on income generating options for the longer term during the whole program.
- Set up a central meeting point similar to the LSC which is effective during all phases of a program, as well as in the post-program phase.
- Capacity building of leaders should be applied with great care, in case the potential capacity of non-leaders is insufficient to keep the corresponding activity functional.
- Facilitate the preparation of a mission plan by all boundary partners in different stages of the program, for the facilitation of outcome mapping.

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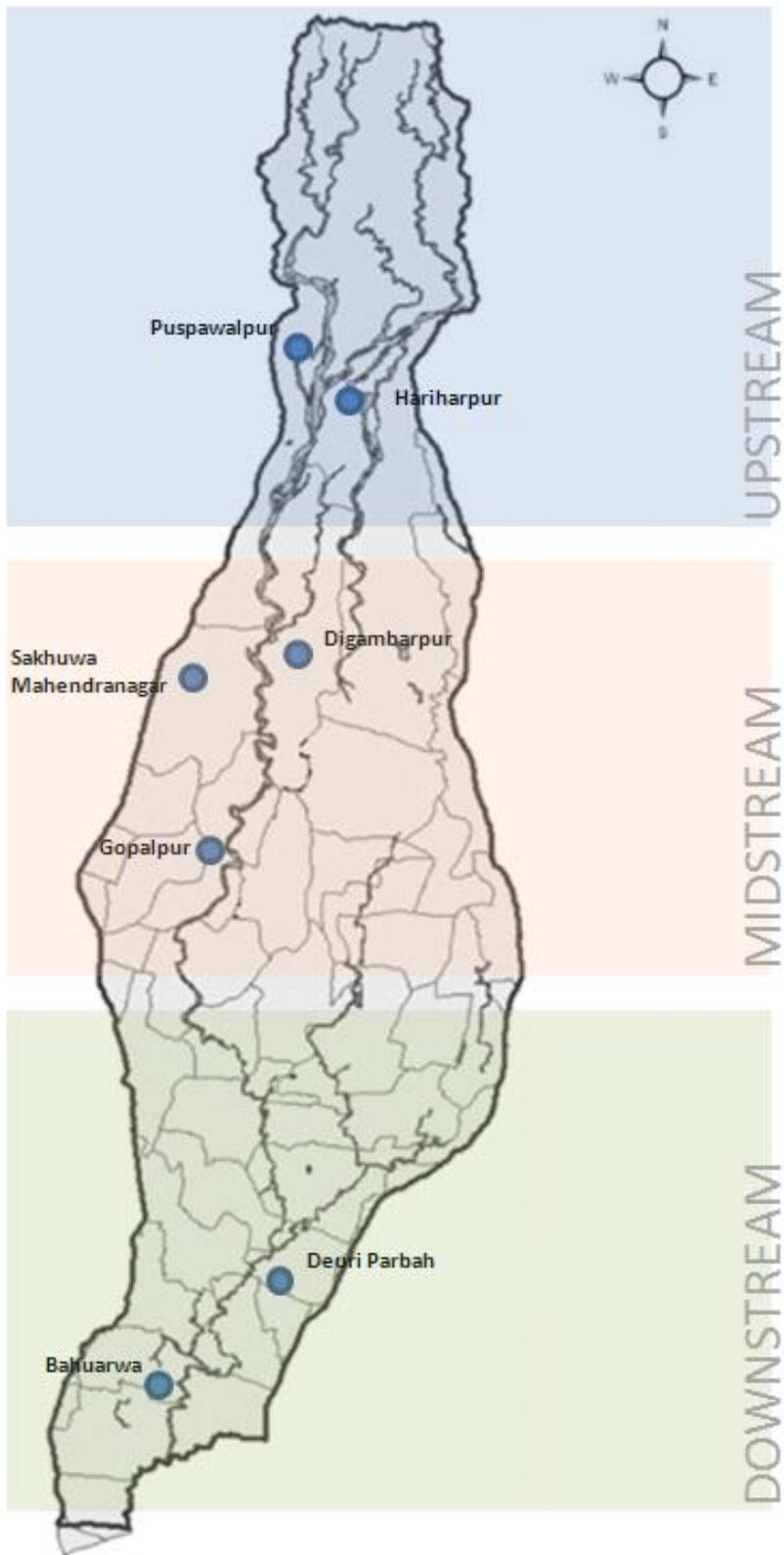
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ANNEX I

INFORMATION ON LOCATION

Location of units of boundary partners per activity.

	Area	Location	Implementing partner
ARCA Nepal	upstream	Puspawalpur	SUYUK
	midstream	Sakhuwa Mahendranagar	JWAS
	downstream	Poudeswore	JWAS
LOPAN	upstream	Hariharpur	JWAS
	midstream	Digambarpur	SUYUK
	downstream	Bahuarwa	SUYUK
Community ponds	upstream	Hariharpur	JWAS
	midstream	Deuri Parbah	SUYUK
	downstream	Gopalpur	SUYUK
PLAF	upstream	Puspawalpur	SUYUK
	midstream	Deuri Parbah	SUYUK
	downstream	Gopalpur	SUYUK



Locations of interest within Jalaidh watershed.

INTRODUCTION

- Introduce our selves
- Purpose = get insight in what will happen after JIWAN has phased out.
- Why interviewee: your activity is important to JIWAN as it influences the future development in this area.
- Time: 1,5 h approx.
- Answers will be used to be able to see if JIWAN did a good job and if more input is needed to achieve the initial goals.
- Ask whether recorder can be used. Explain why.
- Recordings will be deleted after the finalization of this study
- Structure of interview: 3 main topics
 - Your opinion about this activity
 - The upcoming end of JIWAN II
 - Your reaction on the phase-out
- Our role is to direct the interview.
- Sometimes we have to redirect by interrupting, should not be experienced as unkind.

OPENING QUESTIONS

1. How long have you been living/working here?
2. Do you remember when you first got in contact with JIWAN?

QUESTIONS

In the first six questions I will ask you opinion about this JWAN initiative and your role in it. (Objective 1&2)

- a) For what purpose do you think that *this activity* was set up by JIWAN, which results were they aiming for? And why?
- a) How should the final activity function
 - b) What were supposed to be its benefits
 - c) Why
- b) What is actually the result of *this activity*?
- d) Other outcomes
 - e) Difference in execution
 - f) Different purposes

- c) **What is the difference between what has actually happened and what was originally meant to happen by the JIWAN project as a result of this activity? Why?**
 - g) In functionality/ benefit
- d) **Which results of this activity do you see as really good? Why?**
 - h) For you personally
 - i) For others
 - j) Something you feel proud of
- e) **Do you think that this activity could have functioned in a better way? Why?**
 - k) Something missing
 - l) Something could have gone better
 - m) Reason things did not go in the best way
- f) **What lessons can we learn?**
 - n) For next time/ future use
 - o) General or considering *this activity*

Next I will ask you some questions about the upcoming end of JIWAN (Objective 2I-IV).

- g) **Do you think that things will change for you after JIWAN has stopped? What?**
 - p) Considering this activity
 - q) Considering you personally
 - r) How are you depending on JIWAN now (resource input)?
- h) **Have you been thinking about how you are going to adapt to these changes?**
 - s) Personally
 - t) Others (like as a committee/board)
 - u) Concrete plan?
- i) **Do you know when the JIWAN project will end?**
 - v) When/ which time span

Finally I want to ask you two questions about how you are expecting to react on several changes that might occur due to JIWAN's face-out (Objective 3).

- j) **What would happen if.....(fill in direct effects of JIWAN Phase-out).....?**
 - w) Personally
 - x) Activity in general

(And now the final question)

For higher level only (LOPAN DDC level committee, ARCA DDC & VDC level committees):

k) Which changes might be passed on to the lower level by you, as to be able to deal with JIWAN's face-out?

- y) More (financial) input
- z) Decreased/ changed services

(And now the final question)

For lower level only (LPs, ARCA VDC level committee):

l) What would happen if(fill in indirect effects of JIWAN Phase-out, resulting from question above).....?

- aa) Personally
- bb) Activity in general

Only for Pond & PLAF FGDs since they do not fill in the questionnaire on organizational sustainability (objective 2).

m) Do you have any new ideas considering this activity in your living area?

cc) Which?

n) Are you as a committee improving the original activity or planning to?

dd) How?

(And now the final question)

o) Have you been looking for support from other people/organizations, or are you planning to?

- ee) Financial support
- ff) Man power/ maintenance/ ideas

ENDING

Shortly go through the answers on the 3 parts

Did interviewee miss anything/want to adapt or add?

Thanks

Social talk: Ask opinion on how interview went, as in interviewer's quality.

Ask if interviewee is interested to receive the interview notes.

Dear Sir/ Madame,

My name is Eva van Rijnsing, I'm a student from the Netherlands. Now I'm working in Care Nepal's Janakpur Field office to do research on the JIWAN II programme. The JIWAN programme is likely to end in June 2012. Before the end is there, we still have some time to get the most out of this programme. I would like to learn from your experiences within the organization that you work in (LOPAN/ARCA Nepal). I would like to use your knowledge and experiences to find out if JIWAN should invest more in your organization? By asking you some questions I would like to get more insight in whether, at this moment, your organization is likely to remain functional in the future as well. By doing this I may be able to identify how JIWAN may further support you.

Instructions

In the questionnaire below, eight questions can be found. Each question should be answered with yes or no. Circle the answer you want to give, and put a cross through the wrong answer. Each question has two sub-questions underneath it. To answer these sub-questions I would like you to give the best estimate of the number that is asked for. Thank you!

Please fill out the following questionnaire:

IDENTIFICATION		
Organization's name:	Organization's location:	
Name (not required):	Gender: M/F	Age:
Committee function:		
Personal education:		
QUESTIONNAIRE		
1. Is your organization looking for new ideas, opportunities and resources that it can use? (for example; start new opportunities to fulfill mission)	yes	no
	Number	
a. Number of new ideas shared within the committee, by anyone, during the last year.		
b. Number of new ideas integrated in the committees work		
Comments:		

2. Did anyone within your committee ask for feedback on the committee's work from experts or other outsiders (individuals or organizations)?	yes	No
	Number	
a. Number of different people or organizations approached for feedback		
b. Number of changes made due to received feedback		
Comments:		
3. Is your organization trying to find support from partners at higher organizational level ? such as for instance WRF seeking support from District and national level women's organizations?	yes	No
	Number	
a. Frequency of this type of (strategic) contact that your organization has had with next higher level	/year	
b. How many responses is your organization waiting for from the next higher level partners?		
Comments:		
4. Is your organization testing and (re)designing products, services, systems and procedures? Such as thinking about how to involve more people.	yes	No
	Number	
a. Number of changes made in the original concept		
b. Number of significant improvements due to these changes		
Comments:		
5. Do you follow up on people you have already helped/served to see if they are doing OK or need more help ?	yes	No
	Number	
a. Number of beneficiaries provided with extra service		
b. Regularity of checking on already served beneficiaries	/year	
Comments:		

6. Does your organization share its gained knowledge and experiences with the world/outside?	yes	No
	Number	
a. Number of requests to share knowledge and experiences		
b. Number of events of sharing knowledge and experiences		
Comments:		
7. Does your organization experiment with new undertakings, to remain innovative?	yes	No
	Number	
a. Number of new ventures without previous experience		
b. Number of successful new ventures		
Comments:		
8. Does your organization engage in internal organizational reflection (to find out what is going well and what could be improved)?	yes	No
	Number	
a. Frequency of reflection	/year	
b. Number of adjustment as a result of internal reflection		
Comments:		
THANK YOU!		

ANNEX IV

REVEALED STRATEGIES

	PARTICIPATORY APPROACH	CAPACITY BUILDING	CAPACITY BUILDING OF LEADERS	INSTITUTIONALIZATION	INDEPENDENCY	LINKING UP & EMEDMENT IN OTHER'S AGENDAS
GENERAL	<ul style="list-style-type: none"> Participatory approach, as has been applied in JIWAN I Component M&E is done by the beneficiaries, by the field officers and by the JIWAN 2 manager particularly responsible for the corresponding component 	<ul style="list-style-type: none"> Training to implementing partners' staff. To assert rights and making duty bearers more accountable. 		<ul style="list-style-type: none"> The Life School Centre, will represent JIWAN's ideas after phase out as a focal point in the centre of the watershed. 		<ul style="list-style-type: none"> Working with local implementing partners Linking community groups with people's organization by recording all people's organizations and their detailed information, making them transparent and accessible (in LSC). (not done yet) Integration of program activities with project activities of other development projects which do not yet phase out, such as the CHULI program and other actors working in the VDC (which first need to be identified). Involving district line agencies, VDCs and DDC in longer term planning and resource allocation
ARCA Nepal		<ul style="list-style-type: none"> Raise awareness about their rights: strongly integrated in LPs Government policies, labour law provisions; involvement/insight with/in governmental bodies and their services. Book keeping Market analysis/business planning Conduct refreshers (end 2010) Develop business plan 	<ul style="list-style-type: none"> Developing social changers to expert/leader who know the critical issues for survival of the organization (started march 2012) 	<ul style="list-style-type: none"> Develop RWCP into member based organization → establishment of ARCA Nepal (June 2010) Access to formal credits, registration of enterprises. 		<ul style="list-style-type: none"> Linkage of LIP participants with saving and credit groups, and cooperatives, without role of ARCA Nepal (June 2010) Using RWCP skills in other component: Building material production and marketing in LSC Organize entrepreneurs into different enterprises (June 2010) Strong link between PCCAP and RWCPP; RWCP workers should be involved in the PCCAP process (throughout project)

		<p>for each of the enterprise, provide support or link them to finance institutions for loan (June 2010)</p> <ul style="list-style-type: none"> • Institutional capacity assessment ARCA Nepal followed by planning and implementing support (June 2010) 				
LOPAN		<ul style="list-style-type: none"> • Enable to facilitate resource mobilization 	<ul style="list-style-type: none"> • LP-LRPs are to be included in LOPAN 			<ul style="list-style-type: none"> • Actively involved in various trainings, meetings and workshops within and outside JIWAN's boundaries • VDC is the prime target
LP	<ul style="list-style-type: none"> • Participants determine major part of the LP agenda. 	<ul style="list-style-type: none"> • LP trained on new subjects and on campaign development at VDC and DDC level (May 2009). 	<ul style="list-style-type: none"> • One full time Local Research Persons (LRP) per LP (July 2009) • Training to LP facilitators (LRP) • Re-orientation of LP's LRP roles towards an independent entity (not sufficiently done yet) • LRPs are being highlighted as to be regarded as consultant at the community and watershed level. • Refresher Training Of Trainers on mobilization and facilitation 		<ul style="list-style-type: none"> • LRP paid per session of facilitation, meeting conduction, LIP preparation etcetera (July 2009) • Facilitators to be recruited by the LP committee not by partners (July 2009). • LP's quarterly budget is to be transferred to LP accounts; including salary of facilitators (July 2009) • Phase out the 10 LPs doing well according to assessment and add 10 new one in new VDCs. Develop support plan for those not doing well and phase out after support (Jun 2009-July 2010). (not done) 	<ul style="list-style-type: none"> • Building a relationship, linkage, with external stakeholders: VDC, LSC, Line Agencies and other actors at the VDC level.

<p>RWCP (Community ponds & PLAF)</p>	<ul style="list-style-type: none"> • Develop joint plan clarify roles, responsibilities and input resources.(not done yet) 			<ul style="list-style-type: none"> • Get ownership/ entitlement of common properties that communities helped to improve. (not done for all Ponds and PLAFs yet) 		<ul style="list-style-type: none"> • Ensure LP to provide continuing support to community groups who want to continue Participatory Community Conservation Activities. • Involve RWCPP land less members (throughout project)
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Bahuarwa, ward nr 2

7p. in management committee.

Group interview

3 women, 6 men actively participating.

Answers:

a) *What was supposed(=EXPECTED) to happen as a result of this activity and? Why?*

Road construction and drainage next to road

LP building construction

Improvements on schools, building and practice

Public land plantation

Decreased damage by river (now village floods each year, its getting worse)

Improved access to irrigation

b) *What actually happened? Why?*

Decreased culture of untouchability.

More political activity and a role for women in this.

Woman come outside the house

Woman no longer wear a ghong

More girls go to school

Several women accused as wizard/witch → not anymore.

Learned new farming methods

More discussion on different topics

Save 50 NRS a month per member, for saving and credit system.

Toilets build in village, joint effort men and women.

LP provides two teacher for local school, to watch children so they will not just play. The school headmaster selected these two people.

Learnt how to approach other people organizations to obtain support (learned to network)(one person sais this)

People learned how to keep a account, head calculating.

c) *What is the difference? Why? → why did it go different?*

They did not receive enough money from JIWAN. In the beginning they were requested to submit a plan with a corresponding budget. This was done but JIWAN could not provide the whole amount of money. So they only did those things that could be done with little money.

Furthermore there's mentioned that the VDC seems to be corrupt. This caused problems with funding. Now there's a monitoring committee (representing all LPs in this VDC) for the VDC level committee.

d) What went well? Why? What do you think is a really good/ the best outcome?

The fact that people discussed their own cultural background which made them aware of the stupid causes for gender and caste discrimination. This really helped to diminish the discrimination. Another thing, that LPs thoughts and activities spread so easily throughout the whole community, also to non members!

e) What could have gone better? Why? What did not go well?

In the beginning some people were against the LPs because they are very conservative. This is the old generation, the new generation is enthusiast and considers the critics as past. Sometimes women have to go out the village for a few days, for training for example. This gives issues, bargaining in the families. However in the end they do go.

f) What lessons can we learn?

Groups discussions and gathering with men and woman, all different people together is really useful!

g) Do you think that things will change for you after JIWAN has stopped? What?

Not really, only facilitator. He thinks that participant might become less active then. One woman says: JIWAN is phasing out, we are not!

h) Have you been thinking about if/how you are going to adapt to these changes?

NO. Did talk about it in the group, more like the facilitator mentioned it.

i) Did you make a concrete plan of how you are going to continue this activity in the future?

No plan was made. The LP management committees facilitated a meeting to discuss this topic with the VDC, to incorporate this in the VDC plan.

j) Do you know when the JIWAN project will end?

They didn't know. Only facilitator knew but not within which time span. Another person told that he was calm since he was expecting the program to be elongated again.

k) What would happen if:

a. Your facilitator will no longer be paid by JIWAN?

The facilitator lives in this ward, as long as he will live there he will try to help as much as possible. However he has to earn money to support his family. So he thinks he will have little time left to invest. The option about looking for an alternative way of payment for the facilitator, or looking for a new one is totally absent.

	Objective						
	I	II	III	IV	V	VI	VII
	Aware of imp.	engaged	Aware of P-O	Aware of Conseq.	Future thinking	Concrete plan	Organizational Capacity
Yes	D2, F1	B2a,b B7 B8 B9 B11 D4 E2 G2					B2a,b B9 B13 B15 C6
Medium / Partly		G1 K1 C3	H1 J1a,b				
No			J2	G1a,b	H1 I1a K3 K	I1a	

Hariharpur, ward nr 10

9p. in management committee.

Group interview

women, 5 men actively participating.

a. What do you think that was meant to happen as a result of LP?

Decreased poverty

Localization of resources at local level due to increased commitment of community.

Decreased mal practice in areas such as child marriage and domestic violence.

Citizenship card

Increased literacy

Better access to water (was >6 km walk)

Improved communication

Less dependency on forest (roof tiles were burned wood, wanted cement ones)

More children will attend school

And why?

Illiteracy stops development

Domestic violence is seen as main problem, first the family level should be stable as a basis for further development.

b. What is actually the result of your LP? Why?

Men and woman can sit together, next to each other now. This counts also for Dalits.

Men are involved in domestic work (work division is discussed and led to cooperation at home)

Woman involved in LIP(sells Indian imported bracelets in market)

Water collection structure build

Campaign against smoke inside house (bad for health)

Decided to neglect untouchability (due to discussion on weaknesses in their society)

25 toilets constructed by LP members → led to 100 toilets in total since community picked it up

Improved health due to toilets (cleaning with water afterwards) and clean clothes (access to water for washing), was tested medically

Wage increment (from 2,5 to 7 Kg grains/8h) (within a period of 6 y)

One Dalit guy from neighboring community does receive access to water there. That's why this community provides him with water now and also started a process in the WUA to solve the problem.

More time left since water carrying does not take that long anymore (invested in family and/or job).

Son and daughter receive the same treatment now

WRF setup, functional because woman go here when troubles at home with husband.

The chairmen of school committee is now a Dalit men, before always somebody of the highest caste.

Decreased dowry system in LP participants (not spread to other villagers).

Family planning, use of contraceptives.

c. What is the difference between what has actually happened and what was originally meant to happen? Why?

Some activities are still in progress: like more or bigger water storage structure(s). Lack of budget has been limiting further construction. Plans are submitted to DSCO and Water Induced Disaster Reduction Division office and they are waiting for collaboration (huge input of villagers).

People are satisfied with what LP has brought them.

d. Which results of LP do you see as really good? Why?

Drinking water access, money was collected among population (48000 NRS/day) and supplemented with funding (?whose).

Improved woman's rights.

Citizenship obtained → providing access to governmental services, public rights and jobs.

100.000 NRS obtained from VDC for general investment.

Improved communication.

One (board)member joined the VDC planning unit, a sign of recognition.

e. Do you think that LP could have functioned in a better way? Why?

No, done better than expected. Most issues were addressed → satisfied. (Also shown from final evolution). In the beginning was planned to construct for 5 barrages/check dams.

f. What lessons can we learn from your experiences with LP?

Social changes should come from LP. LP necessarily has to continue! The result of neglecting untouchability will always remain.

g. Do you think that things will change for you and LP after JIWAN has stopped? What?

No big effect is expected since they think that JIWAN will make it a smooth process. They are already linking to other development agencies for help.

h. Have you been thinking about if or how you are going to adapt to these changes?

There is a plan, not concrete yet, on developing some development work oriented tourism in the area to raise money.

Major role of LP has changed (responsibility increases if JIWAN leaves)

i. Did you make a concrete plan of how you are going to continue your activity in the future?

8 ha land is used (there is an agreement with VDC to use this land) by LP, its Marsh land: Rented out part of this land for 20.000 NRS/y. Furthermore trees and bamboo are planted on the

resting land to raise money for LP (also facilitator is necessary). After 3 year first harvest is expected yielding 500.000 NRS/y from bamboo only.

j. Do you know when the JIWAN project will end?

They didn't know. LRP thought it would stop in 3 months. There's mentioned that some were expecting that there would be a follow up of this program or extension.

k. What would happen if your facilitator will no longer be paid by JIWAN?

Facilitator does not see the money he receives from JIWAN as a salary but as a reward. He gives this as a reason for why he would not stop when he would not receive money.

The facilitator is aware of his social responsibility to keep facilitating.

	Objective						
	I	II	III	IV	V	VI	VII
	Aware of imp.	engaged	Aware of P-O	Aware of Conseq.	Future thinking	Concrete plan	Organizational Capacity
Yes	A10 A11 F1 K3 D3	B5 B12 B17 C2 D5 D7 G2 K2	J1a		H1 I1 K3		
Medium / Partly			G1 J1b	G1 H3	F1b	I1 I3	B14
No			J2				

Digambarpur, ward nr 6

9p. in management committee.

Group interview

12 women, 6 men actively participating.

I. What do you think that was meant to happen as a result of LP?

Mobilize community for various purposes

Obtain skills and knowledge for livelihood improvement

Change traditional culture; untouchability and man/woman relations.

Women to come out of house

Improve/build roads

Building a check dam

Riverbed plantation

Forest management (cleaning)

Develop tourism

And why?

Because change in untouchability is very much wanted. (about ¼th of the population is dalit)

m. What is actually the result of your LP? Why?

LP has functioned as real eye opener!

No more ghong

Also woman can obtain citizenship

Women empowerment: go out, participate in workshops

Improved access to electricity (exact details I didn't get)

Obtained insight in VDC budget how it is used and distributed in the community, previously this whole budget went to one person and it's unclear what happened with it.

Women have access to saving service (specially?).

Trainings have been helpful to set up business, improve economic status

Widows are now participating in normal life again: not only white clothes, tika, go outside, etc.

Wage increment campaign: 4kg→7kg/8h and same amount for men and women.

Knowledge about own history

More people able to write (own name) and read

Less child marriages

Dalits get 40% of revenues from public land agriculture and ponds.

Widow campaign, now taken over by government, gave 500 NRS/month to widows (collected by community?).

Men and women sit together, next to each other now.

No/less domestic violence

n. What is the difference between what has actually happened and what was originally meant to happen? Why?

The following was not (fully) done:

Improve/build roads

Building a check dam

Riverbed plantation

Forest management (cleaning)

Develop tourism

They wished they would have made better use of natural resources now, this did not improve enough.

Why?

Community has no engagement with political party??(which party?, general?)

Lack of technical and economic support by JIWAN and VDC. Lack of transparency also caused corruption in VDC.

They went all together to Janakpur VDC office, it didn't help.

Also the VDC budget is made only once a year so timing of asking for fund is very important and this time they were too late.

o. Which results of LP do you see as really good? Why?

More children go to school

WRF

Improved equity

Women are land owners

Women feel proud of them selves

p. Do you think that LP could have functioned in a better way? Why?

Only 25 members is not a good setup, many more people want to join and attend the meetings!

In JIWAN II trainings were not followed up by a meeting or materials.

Evaluations for facilitators were not arranged, that was missing!

The no money extension program was worse than JIWANII (?)

Old people were against LP in the beginning, too conservative.

q. What lessons can we learn from your experiences with LP?

-

r. Do you think that things will change for you and LP after JIWAN has stopped? What?

Ponds LP??

s. Have you been thinking about if or how you are going to adapt to these changes?

Yes, Pond and LGCDD will be involved to make money for future support. The community has put so much effort in LP more than JIWAN, so they will definitely continue doing this otherwise it was a waste. They realize that they have to look for other support if JIWAN leaves.

t. Did you make a concrete plan of how you are going to continue your activity in the future?

No.

u. Do you know when the JIWAN project will end?

One woman knew but LN told also, don't know if the others knew.

v. What would happen if your facilitator will no longer be paid by JIWAN?

They might use the employer of the agro coop, which has some members in common, to facilitate LP or hire someone else. Money from ponds or coop can be used?

	Objective						
	I	II	III	IV	V	VI	VII
	Aware of imp.	engaged	Aware of P-O	Aware of Conseq.	Future thinking	Concrete plan	Organizational Capacity
Yes	A10 B1 D1 D3	(B16) D5 E1 H2			H1		B4,5,6,8,9,13,19
Medium / Partly		C9 C10a C10b C12 C13			H3 K1 K2		
No	E5	E5				I1	E2 E3

Field office, DDC level LOPAN committee

Group interview

Chairmen(m), treasurer(f), secretary(m), Field coordinator LP; JK(f).

p) What do you think that was meant to happen as a result of LOPAN? And why?

To integrate the community

To mobilize the community

Integrate the whole watershed to carry out watershed wide actions and campaigns.

Linking up and downstream

Provide individual LPs with support

Expectations were low

q) What is actually the result of LOPAN?

More LPs have been formed

Providing workshops to integrate all LPs, watershed wide

Jiwan Kendra: as one of the institutional member of the LSC, this can also be partly seen as an output of LOPAN.

To lobby for plans at DDC.

Citizenship for woman can be obtained now & Financial support for widows and elderly people (both taken over by government now)

Change of traditional culture

Demonstrations against monarchy contributed to the transition to republic.

Wage increment campaign

Previously one caste had to clean up dead bodies of animals (mainly cows and oxen), this practice has been decreased.

r) What is the difference between what has actually happened and what was originally meant to happen? Why?

They did not expect that (so many) people would actually participate in the LPs.

s) Which results of LOPAN do you see as really good? Why?

- The coordination of upstream downstream connectedness. LOPAN has a facilitating role in the communication between different communities about their problems.
- The government's support for LOPAN's tree planting plan.
- To help sustainable development and to find causes of disaster and try to find solutions.
- The fact that health services in villages are working again

t) Do you think that LOPAN could have functioned in a better way? Why?

- LOPAN was set up in 2010, it is a very young organization and in a learning process.

LOPAN members need more training to be able to do this job (like on organizational capacities). Furthermore there's need for a better action plan.

- Some aspect need more attention, she does not think the organization is sustainable since it is so young and it was set up by the JIWAN staff without initiative of the people.
- In the beginning LOPAN was more important, role is changing as LPs are starting to function on their own. Furthermore, it is not possible to meet the demands from different people asking for different skills (management, money making, skills, etc). A lack of funding made that not everything from the action plan could be executed.
- Committee members need training to be able to work more effective (technical skills are mentioned).

u) What lessons can we learn?

Discussing together is good, that's where solutions come from.

How to mobilize an organization

It is possible to deal with the problem of negativity towards program ideas, we can recognize and solve this type of problem now.

We can identify suitable partners to work with.

Important to change parts of society that are not needed, like caste system and other inequality.

We can make a change in traditional culture!

If you do what people really need than you will have success.

v) Do you think that things will change for you after JIWAN has stopped? What?

Not really, we are more dependent on Jiwan Kendra than on JIWAN program.

We depend on JK for office space, salary and funding of creative activities.

w) Have you been thinking about if/how you are going to adapt to these changes?

Yes, a general assembly will be held soon, with the VDC level committees and LP management committees. Here we will fine tune our continuation plan. We will make use of revenues from ponds, communal lands, membership fees to support all LOPAN levels and LPs. Furthermore, linkage with national and international (governmental) organizations is part of the strategy.

x) Did you make a concrete plan of how you are going to continue your activity in the future?

Not concrete yet, after the general assembly probably.

y) Do you know when the JIWAN project will end?

They knew

z) Which changes might be passed on to the lower level by you, as to be able to deal with JIWAN's face-out?

The function of LOPAN might change. The effect on lower lever will not be severe. Services might be slowed down by lack of resources. They feel like the job of JIWAN is not finished here. There should be a more clear plan for continuation and they should make sure that all developed organizations are institutionalized by the end of the program. That's the least they can do when trying to reach sustainability. JIWAN has to finish in a proper way, cannot just stop.

	Objective						
	I	II	III	IV	V	VI	VII
	Aware of imp.	engaged	Aware of P-O	Aware of Conseq.	Future thinking	Concrete plan	Organizational Capacity
Yes	A3a,b A4 D1 D4 F6 F8	B5 B9 D3 E4 F2 F3 F8 F1	E5 H1 J1	G1 G2	E3 E4 E8 E13 F9 H1 H4 K3,4,5		D3 F2,3,5 H4 F1
Medium / Partly	C1			E5 E8 F9 K1 K2			E4 G1,2
No		E6				I1	E1 E3 E9 E13

Poudeswore, VDC level ARCA committee

Group interview

5 men, 6 women.

aa) For what purpose do you think that ARCA Nepal was set up by JIWAN, which results were they aiming for?

Improvement of livelihood

Increased living standards for Dalits and other poor landless people

Improved economic standard

Increased cultural habits/value, behaving politely, more educated

More knowledge, because improved education for children and parents (school & trainings etc)

bb) What is actually the result of ARCA Nepal?

Toilets

Funding of PVSE for livelihood improvement (LIP is not literally mentioned)

Vegetable farming fund provided by RDF (Rural Development Foundation)

Providing trainings of several topics such as, bicycle repairing, carpeting, home construction etc.

Saving and credit system was set up, provides lower interest than other credit options.

Those Dalits that receive money, generally save 50 NRS/month. The resting amount is often spent in children's education and other things (don't truly understand this point).

cc) What is the difference between what has actually happened and what was originally meant to happen by the JIWAN project as a result of ARCA Nepal? Why?

No difference

dd) Which results of ARCA Nepal do you see as really good? Why?

- Trainings deliver skilled people who can improve their livelihood by starting a business.
- The constructed toilets (15) throughout the VDC, toilet seating material was supplied by ARCA Nepal
- Provided fund
- (No more untouchability, said by Dalit lady also LP member)
- The provided trainings
- Fund to initiate own business
- Improvement of Dalit livelihood standards, the children go to school now.

ee) Do you think that ARCA Nepal could have functioned in a better way? Why?

- Yes better to be able to offer fund for more than 15 people, now many people are waiting.
- The construction of more toilets should be stimulated
- More trainings (for example on tailoring)
- More hand pumps, for drinking water
- Proper street construction
- Dam construction against floods
- More schools

- Need for public building that can be used for marriage ceremonies for example.
- More fund p.p. >20000 is wanted.
- Irrigation facilities for veg. farming

About the functionality of the committee they are satisfied. They do the work all together.

ff) What lessons can we learn?

Livelihood improvement is the most important thing for the development of the community.

gg) Do you think that things will change for you after JIWAN has stopped? What?

If JIWAN stops now, work is half way, only half of the expected results are there.

If JIWAN stops development will be more slow, will not stop.

This because JIWAN provides us with fund. We think that if JIWAN stops also LSC will stop and we will no longer receive funding.

hh) Have you been thinking about how you are going to adapt to these changes?

No,

Livelihood is already improved, this will continue to happen.

All improvements as mentioned before should be made than we are fine. If the program or others contribute enough than ARCAs members will make this possible.

Due to the saving and credit system that we have we will always continue when JIWAN stops, because we operate it.

ii) Do you know when the JIWAN project will end?

Most people don't. One woman says in 3 months. Some expecting it to continue for three years, since they have heard about a new project. However this was not confirmed yet.

jj) What would happen if.....?

NOT ASKED

kk) Which changes might be passed on to the lower level by you, as to be able to deal with JIWAN's face-out?

Difficult question

Nothing, that they have thought about already, will change for members.

They say; we will continue the same way so nothing will change.

Request:

We really want the program to continue!!!!

	Objective						
	I	II	III	IV	V	VI	VII
	Aware of imp.	engaged	Aware of P-O	Aware of Conseq.	Future thinking	Concrete plan	Organizational Capacity
Yes	D1 D8 F1	E12 H5 H4		G2 G3 H5			
Medium / Partly		E1	l1a	H2 K3			
No			l1b	K2	H1	H1	G1

Puspawalpur, VDC level ARCA committee

Group interview

9 women.

- a. For what purpose do you think that *ARCA Nepal* was set up by *JIWAN*, which results were they aiming for?

Eliminate poverty from villages

Providing fund to initiate shops

Provide trainings to develop skills to generate income in the future

- b. What is actually the result of *ARCA Nepal*?

To oversee if the fund that's provided really reaches the poor people. Done by controlling at ward level, by ARCA committee and communicating to ARCA VDC level.

Providing training in: carpenting, cycle repairing, tika making, car driving, parlor (beauty treatments).

Providing loan with the lowest interest

More children are going to school now.

- c. What is the difference between what has actually happened and what was originally meant to happen by the *JIWAN* project as a result of *ARCA Nepal*? Why?

Not much.

Everything is going fluently, all received trainings were very useful.

However more different types of training were expected and wanted

- d. Which results of *ARCA Nepal* do you see as really good? Why?

LIP

The saving system which makes it possible to get credit for business purposes.

Trainings: wiring, tailoring, driving, parlour, cycle repairing (orphan whom earns family money now).

School access for poor due to access to fund or loan.

The skills training are worth most since the **obtained skills will be used for ever now** whereas **the funding might stop someday.**

Loan with very low interest

e. Do you think that ARCA Nepal could have functioned in a better way? Why?

Yes, the **LIP fund should be increased** up to 25000 NRS, because life is getting more expensive in general.

More trainings wanted

The max amount that can be given out as fund is 20-30000 NRS, this should be increased (can only happen when fund is increased).

Their cooperation for saving and credit and forest plantation & biofuel should receive more support from ARCA because it does not function optimal now.

Training should focus especially on woman to make them independent form their husband, every woman should be able to live independently. Like training in business skills is wanted.

More money requested for goat farming.

f. What lessons can we learn?

Education is most important. Education of kids about for example hygiene reaches HH as well.

Also education as in training for adults as provided by ARCA.

g. Do you think that things will change for you after JIWAN has stopped? What?

Yes. **Trainings will stop**, this has a negative impact.

ARCA employees personally will be negatively impacted because they **will no longer receive their salary**, so monthly income will change.

JIWAN is guiding all ARCA activities now, what to do when we are no longer guided?

We feel as if a **big tree protecting us will disappear.**

People will **miss lots of opportunities because JIWAN facilitated the access to services** that we would not find on our own. Like how to apply for a scholarship.

I am asking about the link with Jiwan Kendra:

There will be **more distance** between us and JK.

But all out **obtained knowledge will help us to stay in touch**, we will **use all these skills to enrich our life.**

h. Have you been thinking about how you are going to adapt to these changes?

We will **continue with the saving and credit** service.

There is a **plan to bundle al 16 VDC level ARCA committees in one office in Harsar.** Still also on VDC level there will be a committee.

We will also **focus on the construction of a pond for our use in another VDC** since here the access to water is not good, ponds go dry. Also we want to **construct three dams.** Now 100 HH have to live with only one well since the two others are dry!

i. Do you know when the JIWAN project will end?

NO, after guessing: July.

What would happen if.....?

NOT ASKED

k. Which changes might be passed on to the lower level by you, as to be able to deal with JIWAN's face-out?

We are waiting **for a person from JIWAN to tell us about the end, before we won't believe it** and think about it.

In the beginning there will be **problems to initiate ideas** since these used to come from JIWAN. After that we will manage.

This committee **will just continue**. After three years they change, that's the rule. Is someone wants to stop or is not functional they will replace this person earlier.

Request:

We want the program to be extended.

	Objective						
	I	II	III	IV	V	VI	VII
	Aware of imp.	engaged	Aware of P-O	Aware of Conseq.	Future thinking	Concrete plan	Organizational Capacity
Yes	D2 D3 D4 F1	H1		G1 G2 G6 G9a,b K3	E1 E7 H1 H4 H5		
Medium / Partly		D5b G4 G5 K5	I1 K1	D5b G4 G5	H2		
No		C1 C2 G6 G8			K1	x	E5

Puspawalpur, PLAF (8,5 ha)

Management committee (all are LP members)

Group interview

1 man, 4 women (out of 25).

- a. **For what purpose do you think that *This PLAF* was set up by JIWAN, which results were they aiming for?**

Production of trees and their fruits

Afforestation, for better future

For their children so they will have access to forest resources nearby.

Important source of oxygen

This forest protects against the floods that take away parts of the land.

- b. **What is actually the result of *This PLAF*?**

Plantation made this soil usable, we dug a hole of 1x1x1m and filled this with good soil before planting the seedlings.

Used trees are: Mango, Jack fruit (al eaten by rabbits), Litchi, Guava.

No real result now, we are making effort for a better future.

Protection against floods, the land is more stable and does not flush away, we this know from experience.

These practices are also used by land owners on their private land.

This year each HH provided one mango an done jack fruit seedling.

- c. **What is the difference between what has actually happened and what was originally meant to happen by the JIWAN project as a result of PLAF? Why?**

Not done

- d. **Which results of *This PLAF* do you see as really good? Why?**

1: flood protection

2: save people's lives

3: will provide fruits in the future

Where the land was really bad, it is still used for tree planting.

- e. **Do you think that *This PLAF* could have functioned in a better way? Why?**

There's a lack of water to keep the trees alive, we really need a well here.

We would like to receive more seedlings.

We want a boundary around the area to prevent grazing cattle.

With 25 people we can manage all one full day of guarding the area. We also clean the area and take away the weeds.

One problem is the fact that there is no written proof of the effort they have put into this.

There are no problems with people trying to exploit or destroy the area. The fire last week was an accident.

f. What lessons can we learn?

I am really **excited to see so many trees and really want to protect them.**

g. Do you think that things will change for you after JIWAN has stopped? What?

We **do management by our selves**, that will stay the same. **Only the seedlings that were provided by JIWAN will now need be budgeted** by ourselves.

Before they have **saved money by not spending the LP-snack money** as provided by JIWAN, this money was used for the procedure of identifying which land is public.

We'll always be serving this land!

h. Have you been thinking about how you are going to adapt to these changes?

All 25 of us will be responsible for future maintenance. And be allowed to use the land. Also the LP and VDC should have some benefit from the land since they helped in the identification and certification process. Still the **land is not officially declared public but this process is going on.**

The VDC made a **formal letter declaring the 25 of us as users of this land, excluding the rest of our community.**

They think that **financial resources might be lacking for proper management** in the future.

i. Do you know when the JIWAN project will end?

No.

l. Do you have any ideas considering PLAF in this village?

The **well that should come and the boundary.**

m. Are you as a committee improving the original PLAF or planning to?

There was a **plan to have more PLAF but man power is lacking since management requires guarding.** Also **water is limiting.** They have requested for it at VDC but they said that they first want to see positive result before more land will be promised.

n. Have you been looking for support from other people or organizations, or are you planning to?

They are **hoping for help from anyone.** They have **no idea at all whom they should approach** for help. Until now JIWAN has been there so there was **no need for this practice, no need to invest** effort in this.

	Objective						
	I	II	III	IV	V	VI	VII
	Aware of imp.	engaged	Aware of P-O	Aware of Conseq.	Future thinking	Concrete plan	Organizational Capacity
Yes	A1,2,3,4,5 B4,5 D1,2,3	B8 E4a,b F1 G1a G3 G5 H1		G1b H6	A3 C3 E1,3 L1 M1		
Medium / Partly		G1b			E6	H3 H4	B1 N2
No			I1		N1a,b N2		E1 N1

Mahendranagar, VDC level ARCA committee

Group interview

2 members VDC level committee 1 man, 1 women. 3 general ARCA members (out of 270).

a. For what purpose do you think that ARCA Nepal was set up by JIWAN, which results were they aiming for?

To eliminate poverty

Increase living standards

Make people independent

To teach how to initiate a business

b. What is actually the result of ARCA Nepal?

Providing employment to poor people

Successful participation in saving and credit cooperative; allows to borrow money at a low interest.

Monthly meeting is organized by JIWAN (all members within one VDC can attend). Here we discuss about hygiene, Churia and other important topics, to obtain knowledge. Sometimes a watershed wide meeting is called in.

Trainings on several topics are provided to decrease poverty.

The Mucha society (people with no belongings) was helped to obtain a loan and to start pig farming.

Also widows are provided with a certain amount of money to start a business, if they applied for LIP.

We made a tour around different villages (Biranthagar, Ilam, Dhankuta), where ARCA is working as well, to see how they are working and learn from that.

Increased living standard

Women are more participating in society (coming out of home) → more self-confident says the woman.

People are more aware of the importance of education, so ARCA members now give more priority to education.

c. What is the difference between what has actually happened and what was originally meant to happen by the JIWAN project as a result of ARCA Nepal? Why?

No difference.

More people are joining than was expected. This counts watershed wide.

d. Which results of ARCA Nepal do you see as really good? Why?

Taking loan against low interest → helps to pay child's education (animal rearing and water pump construction)

The obtained knowledge is most important, more would be better.

Trainings

Member: access to business options

e. Do you think that ARCA Nepal could have functioned in a better way? Why?

ARCA should continue to work with us, it will help me to become a very important woman in my village. I want even more improvement, we have already decreased poverty but more progress is better.

More skill training

More attention to veg. farming and making manure.

Member: more loan would be better, the more money invested the more money we can make.

Is LIP functioning well?

It would be better if more fund is given. More money → more business → more money

f. What lessons can we learn?

Poor people are able to increase their life standards and increase their knowledge.

More money is needed for more education (e.g. now can pay only up to 4th grade)

Education is important for the future

Member: became more literate and that helps in everything: helping children with study, business etc.

g. Do you think that things will change for you after JIWAN has stopped? What?

JIWAN will stop working with ARCA but lady will continue and spread the word of the importance of ARCA.

So how are you depending on JIWAN right now?

They are operating ARCA and providing trainings.

Both of this will stop.

How are you going to deal with this?

Not, we will continue the way we are going right now.

h. Have you been thinking about how you are going to adapt to these changes?

We will continue to work with ARCA and try our best.

What about funding?

Will still come, no idea from where.

Facilitator:

A fixed amount of money is present in the saving and credit coop. this money will have to be managed. He thinks this task will automatically be taken up by the more literate people.

i. Do you know when the JIWAN project will end?

No. Only facilitator knew.

What would happen if.....?

NOT ASKED

j. Which changes might be passed on to the lower level by you, as to be able to deal with JIWAN's face-out?

Nothing will change for the members. Within the committee the really active members will stay others will be replaced.

Note:

The program should continue.

More funding will make us continue, money= most important for continuation.

	Objective						
	I	II	III	IV	V	VI	VII
	Aware of imp.	engaged	Aware of P-O	Aware of Conseq.	Future thinking	Concrete plan	Organizational Capacity
Yes	B7 D1,3,5 F3	C2 G2	G1	G3			B2

	G2						
Medium / Partly		E1 E2 H1		H4	Note 2		
No			I1	J1	G5 H2	G5 H4	E2

DDC level ARCA committee

Group interview

3 men (chairperson, other function ad general member), 2 women (vice president and member), Filed coordinator JIWAN.

- a. For what purpose do you think that *ARCA Nepal* was set up by JIWAN, which results were they aiming for?

Tree plantation

Business development

Toilet construction

Dalits are given a loan with low interest.

One person had no idea beforehand

- b. What is actually the result of *ARCA Nepal*?

Offering trainings; bangles, cycle repairing, brick making, carpeting, powder, wiring etc.

The president was selected democratically on watershed level from ward to VDC to DDC level.

Fund is provided to start own business which is returned later, he really wants this practice to continue.

The initiation of saving and credit groups (everybody in this meeting pays 100 NRS/month, this is more than average paid by other people).

Fund provided to PVSE

The loans and funding helped to improve the economy.

Pond constructions together with LPs, VDC level ARCA members are receiving 10% of the ponds income.

Alcoholic people were provided with trainings and are therefore no longer walking around on the streets, this is a big improvement.

Which role does ARCA play for Jiwan Kendra?

JK's houses were built by ARCA's laborers.

JK is also where trainings are given.

Currently they do not play a role here, they discussed about the future of JK and they will help them in the future with tile production.

Results of you as a DDC level committee?

Field coordinator says:

This committee is not running smoothly and rapidly because this is the first time that its members are involved in such type of activity.

To guard people who take the loan.

To monitor the work done at VDC level

Monthly meeting among VDC members. This committee meets once every two months.

We join a meeting when needed.

Busy with paying the taxes for this organization and trying to become tax free, lobbying for that with the government.

We monitor whether the division of money is going as it was supposed to go (each month at VDC level and than in our meeting we evaluate this)

c. What is the difference between what has actually happened and what was originally meant to happen by the JIWAN project as a result of ARCA Nepal? Why?

JIWAN II focuses on something else, cannot mention what is this change (president).

The objective was to increase the living standard as in cloths, food etc. But as the association moved ahead much more was done.

No real difference, happy to be a member.

d. Which results of ARCA Nepal do you see as really good? Why?

- Fund distribution over PVSE
- Alcohol addicts were provided with loan (LIP) and made a business; they are no longer on the street.
- Poor and unemployed are now employed
- Obtained knowledge by poor people on the right to receive money, and where to go and ask for it.
- The fact that very poor people are now working and can let their children go to school.

e. Do you think that ARCA Nepal could have functioned in a better way? Why?

- JIWAN is needed especially for coordination at VDC level, we will not manage without that. Like providing the trainings.
- The committee is here but to improve living standards of the poor (Dalit) people money is needed.
- ARCA is guided by JIWAN now, this should continue otherwise we might get lost.
- I want the JIWAN project to be more long lasting.
- More trainings should be given, up to now only a fraction of all members has received a training. This because earlier there were less members than now and also because per VDC, only a few members were allowed to attend. We are not planning to provide these training now, however it is our aim to give more trainings.
- Since the amount of members has increased, also the amount of received fund should increase. The leader, JIWAN, SUYUK, JWAS(now stopped??) are responsible for this fund. Now JK is responsible. JK needs ARCA's help and ARCA needs JK's help.
- It would be better if ARCA was independent and spread over the whole district and even to other districts.
- Members increase → fund should also increase.

- Would be better to include all Dalit people, not done yet. It would be better if they would organize themselves/ work together within ARCA.
- I want to be involved in national level politics, now I don't have the capacity yet.

Field coordinator:

From 30 lacks (2 y ago) to 35 lacks now.

From the people whom received a skill training only 50% makes use of this new skill.

ARCA has 7945 members. There is potential to extend to the rest of the district, even without a donor.

f. What lessons can we learn?

The future seems bright now (said by woman). She has learned that women don't have to be shy, she is and will spread this new idea.

Up to now the program has helped a lot and it will help more and more also in the future.

g. Do you think that things will change for you after JIWAN has stopped? What?

We will continue working for ARCA

There will be no one to guide us, so what to do?

The management of ARCA is good while JIWAN helps, this will change.

Available trainings might stop.

This is in the future, so why worry now.

He will continue monitoring activities at lower levels but will have financial problems without JIWAN.

Trainings will stop because they were organized by JIWAN and not by ARCA. We have no idea how to organize our selves.

h. Have you been thinking about how you are going to adapt to these changes?

We are trying to extend ARCA from VDC to DDC and even to the national level.

We will continue, all members of this committee and work very hard to try to make it work.

Extend beyond the current 16 VDCs up to district level and further.

If they would know whom was a potential donor they would immediately make contact.

If there will be no more fund, management will also stop

Fund is responsible for increasing living standards, so if its lacking there's a problem!

The stop of trainings that are provided by JIWAN will be a problem: someone says that there might be another donor coming who will help them to initiate this.

i. Do you know when the JIWAN project will end?

Yes.

What would happen if.....?

NOT ASKED

k. Which changes might be passed on to the lower level by you, as to be able to deal with JIWAN's face-out?

We are elected by a voting system first at ward level and then at VDC level. This will continue in this way.

No changes can be mentioned that will be passed on to lower level: We don't know anything about what will happen in the future yet. We will just continue working the way we are right now.

	Objective						
	I	II	III	IV	V	VI	VII
	Aware of imp.	engaged	Aware of P-O	Aware of Conseq.	Future thinking	Concrete plan	Organizational Capacity
Yes	B3 B7 B9 D2 D5 D7	E17 G1 H1 H2a,b H3 H4	E1b E6 I1	E1a E2 E5 G2,3,4,6,7 H5,6,7	B13b B20 E14a,b E17 (E22)	B13b	
Medium / Partly		C1 E13 E19 E21 G3		F1			B4 B8
No	B13a	B13a E9 K4		F3 K3a,b	G5 G7 H7 K4		

Gopalpur, PLAF management committee

(all are LP members)

Group interview

9 man, 3 women.

- a. For what purpose do you think that *This PLAF* was set up by JIWAN, which results were they aiming for?

Protection of public land against the more educated people who are so smart to grab the land and use it for themselves, act like they own it (take ownership).

Poor people should be given public land to have a shelter.

Cattle could feed on the grass.

If it would have been done properly the PLAF would provide us with more money than the pond by selling the wood.

- b. What is actually the result of This PLAF?

The PLAF consists of about 100 trees around the pond. Others think there are less trees.

Due to the openness of the area many plants are destroyed by grazing animals.

Not much use of this land as a big part was taken away by the river.

Nothing is the actual result. Most was flushed away or destroyed by cattle.

What is the difference between what has actually happened and what was originally meant to happen by the JIWAN project as a result of PLAF? Why?

Not done

d. Which results of This PLAF do you see as really good? Why?

No good results.

In the future:

We could use the plantation in the future for fuel wood and sell the trees.

We could also have less difficulty of the seasonal changes as in that the trees will make a more cool and fresh environment.

e. Do you think that This PLAF could have functioned in a better way? Why?

Major difficulty is that we don't have money for plantation.

Fund is lacking for the plantation and construction of ponds.

The plantation of the pond boundaries should be improved, we want to plant banana trees inside. Fund for this was provided but to a person who does not use it for this purpose. Donations should be given directly to the pond or PLAF.

JIWAN should take care of the plantation, It should have been done in a better way. This also would have saved the land from being flushed away.

If there would have been good plantation we could cut all trees in one time in the future, and make a lot of money.

Green grasses could be used to cut for the cattle.

Cut all trees in one time?

No, old trees first etc.

Are you now actively working on the PLAF?

Not on all public land, only in the area around the pond. Here we do weeding, watering and one person (temple holder, his house is also there) is always guarding.

Plantation of boundaries did not work out because:

Boundary is needed, since a road (of neighboring community) is crossing the area, destroying the vegetation. A bamboo boundary was supplied by JIWAN but it was stolen during the night. Furthermore grazing of animals and plucking grasses by people is destroying the vegetation. Also the dry weather is bad, system of water flow is needed for this reason as well. (however at location a hand pump is present; own observation)

f. What lessons can we learn?

In our community there's a low education level. JIWAN showed us the way to improve this.

g. Do you think that things will change for you after JIWAN has stopped? What?

What was the contribution/ input of JIWAN?

JIWAN made us more literate about the importance of public land.

Trees were given by JIWAN, two times.

Bamboo for a boundary wall was given by JIWAN, but stolen by passengers.

A motor and a pipeline was also provided by them.

(also a hand pump = own observation)

h. Have you been thinking about how you are going to adapt to these changes?

We don't know how we should get access to new plants if JIWAN will not provide us with that.
 If no help is coming nothing will happen.
 We'll see in the future.

i. Do you know when the JIWAN project will end?

SEE pond interview

l. Do you have any ideas considering PLAF in this village?

If there will be a lot of public land than we will use it for plantation.

m. Are you as a committee improving the original PLAF or planning to?

n. Have you been looking for support from other people or organizations, or are you planning to?

Now we are dependent on JIWAN but we'll find another alternative.

Facilitator says:

We already have an alternative; Governmental organization for land conservation. We showed them the effect of the river, so the taken land. Now they promised us to provide us with new plants, they will be here in approximately april.

Also Gov. of water management worked together with JIWAN to build a dam.

In the future we will keep contacting higher levels with our very active LP members.

	Objective						
	I	II	III	IV	V	VI	VII
	Aware of imp.	engaged	Aware of P-O	Aware of Conseq.	Future thinking	Concrete plan	Organizational Capacity
Yes	A1	N2		H1	N2 N5 E14,17 A3		
Medium / Partly	A4 A5 B1a,b B2	E1 E3 E4 E12a,b E13			H1,2	N2	G1 N5
No	B3 B4 E8	E6 E15 E16a,b H1,2,3			N1 H3	x	

Gopalpur, POND management committee

(all are LP members)

Group interview

9 man, 3 women.

a. For what purpose do you think that *This POND* was set up by JIWAN, which results were they aiming for?

Used to give access to local resources, to be no more dependent on others for these.

b. What is actually the result of *This POND*?

The pond was already present in the community however all its benefits went to the president of the VDC, and it was in bad, muddy, condition.

The pond was improved by planting grass on the bottom and using better soil on the bottom.

All HH helped in pond management, we saved nearly 25.000 NRS. All help that was obtained from JIWAN is received and applied with help of all of us, we worked really hard to make it work(q;g).

Now (for a 5 y period) 60.000 NRS paid each year by renter whom can harvest the fish. The management is still done by the LP members. This earnings go to LP as saving money and was used to invest in materials for example weddings, chairs, other stuff stalled inside the LP building. (money of two years was needed for this).

Every HH has own hand pump so the pond is not needed for water supply. It is used for swimming.

(A tree nursery is there, where small trees are grown before they are planted out. Own observation)

c. What is the difference between what has actually happened and what was originally meant to happen by the JIWAN project as a result of POND? Why?

Output is same as expected. However plantation around the pond was expected, the plants that were planted were not successful. We wanted to use the planted trees for its wood and the grasses underneath for the cattle to graze. We want to sell the fruits and eat them our selves.

The water does not remain in the pond during the whole year and there are no irrigation facilities to fill it.

d. Which results of *This POND* do you see as really good? Why?

That we have our own savings within the ward now, thanks to the pond. This makes us more independent. These savings are or will also be used to support the poorest villagers to let their children attend school. (there was data collection done on which HH were poorest, he wants to provide the 7 poorest with support if more money is saved)

Earnings from the fish

We are a small population and our only income is this pond. The river is damaging the village and one day the village will be destroyed. For this reason a dam is needed.

e. Do you think that *This POND* could have functioned in a better way? Why?

Yes, if we would treat the inside of the pond with a special type of clay this might help to keep water in the pond.

We would like to construct a concrete stairs going in the water.

There are no problems considering management and keeping the pond clean.

f. What lessons can we learn?

X

g. Do you think that things will change for you after JIWAN has stopped? What?

If all the mentioned improvements are made then the profit will increase. If JIWAN stops there will be no effect, no increase. But we are not independent from JIWAN since we are expecting them to provide us the materials for the mentioned improvements and they are the ones that show them the way when it's about construction.

Help is considered as own work, however coordinated by JIWAN.

h. Have you been thinking about how you are going to adapt to these changes?

No help will make the management to be stopped.

We will do our best and even contact the District office. We would use all available money necessary for the pond.

All processes will be more slow.

i. Do you know when the JIWAN project will end?

Only facilitator knows.

l. Do you have any new ideas considering POND in this village?

No public land is available for construction of more ponds or extension, however this would be nice.

m. Are you as a committee improving the original POND or planning to?

Yes, we want to construct a fountain-like structure to fill the pond. This thing could also be used for other purposes of daily users.

n. Have you been looking for support from other people or organizations, or are you planning to?

No idea. No plan.

	Objective						
	I	II	III	IV	V	VI	VII
	Aware of imp.	engaged	Aware of P-O	Aware of Conseq.	Future thinking	Concrete plan	Organizational Capacity
Yes	A1 D1,6a	B4a,b B5 B7		G2a,c	D2 D6b E1,3 M1		
Medium / Partly		C1 C4 E1 E3 G5	I1	G3,5 H1,4	H2		

No		G3			H1 H4 N1	N1	G2b G5 N1
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Hariarpur, POND management committee

(all are LP members)

Group interview

3 man, 4 women.

- a. For what purpose do you think that *This POND* was set up by JIWAN, which results were they aiming for?

Water for rearing cattle, less travel time needed so opportunity to have more cattle.
Economic benefit from selling fish

- b. What is actually the result of *This POND*?

Managed not complete, earnings will be used to pay plantation around the pond.
Easy to use for cattle.
Fish does bring economic benefit
Plantation around, to keep the soil fixed with its roots, gives access to fuel wood.

- c. What is the difference between what has actually happened and what was originally meant to happen by the JIWAN project as a result of POND? Why?

The water does not stay in the pond, only during the rainy season.
We want to dig the pond deeper, to keep more water in.
We planned to construct three dams, only one was finished. VDC provided us with 100.000 NRS for its management.

- d. Which results of *This POND* do you see as really good? Why?

Decreased distance (before 7-8 km) to water → saves time.
It's also protecting public land, more plantation is on its way.

- e. Do you think that *This POND* could have functioned in a better way? Why?

Extra dam downstream could capture the fish that are flushed out during the rainy season.
Dig deeper.
Proper plantation around, so the soil doesn't get into the pond.

- f. What lessons can we learn?

X

- g. Do you think that things will change for you after JIWAN has stopped? What?

JIWAN provided a lot of help. If they are not here to guide us, part of the management will be lacking.
All help is welcome and will be supported by the community.
We are dependent on JIWAN because without them there is no proper option for the funding of our plans.

h. Have you been thinking about how you are going to adapt to these changes?

Yes. The **income from bamboo**, planted around the pond **and fish** should be around 200.000 NRS/Year. The bamboo will be ready for harvest after two years from now.

We would like to **divide some land under the poor, they can use it for farming and than their earnings will partly go to LP.**

We will **work really hard**

We will **earn money by our own job and invest part** of it in this.

I already gave hard work for the construction of this dam, now I **want to maintain it no matter what.** I would **invest part of my income** for its maintenance or improvement.

Apart from fund **JIWAN also provided us with knowledge** like that we should be in contact with governmental organizations.

i. Do you know when the JIWAN project will end?

Already asked during LP meeting.

l. Do you have any new ideas considering POND in this village?

We want a **boundary around this area** to stop cattle from grazing but still allowing people to enter for cutting grass.

The **construction of a small home for the guard** to sit in.

We would like to make a **picnic spot** in this area.

m. Are you as a committee improving the original POND or planning to?

n. Have you been looking for support from other people or organizations, or are you planning to?

Yes from the VDC. The president of LP together with some women are most active in this, however all LP members work together **to reach the higher level.**

	Objective						
	I	II	III	IV	V	VI	VII
	Aware of imp.	engaged	Aware of P-O	Aware of Conseq.	Future thinking	Concrete plan	Organizational Capacity
Yes	A1a,b A2 B3 B4 D1 D2	H5,6,7,8 N1 N2	H1a	G1b G3	B1 C2 E1,3 H1a,b,c H3 L1,3,4	H1,b,c	N2
Medium / Partly		C2,3 E1,2,3 G1b,2,3 L1,3,4	I1	G1a			H9
No							C1 G1b

							G3
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Deuri Barwah, PLAF management committee

(all are LP members)

Group interview

1,5 man, 1 women(deaf).

- a. For what purpose do you think that *This PLAF* was set up by JIWAN, which results were they aiming for?

Before the land was registered as public mango trees were planted there. These were cut all at the same time. After that sesame trees were planted these were also cut all at the same time. In both cases the trees were cut by the priest whom used it and gave wood to relatives.

After that some people felt that there was a need for proper guidance of this land because it did not make sense to have bare land. They got in contact with the PLAF component of JIWAN. A committee of 23 members was formed. Half of the wood from the trees will go to the committee and half to the priest.

- b. What is actually the result of This PLAF?

Different than expected.

There was contact with a Forest development Organization, they would provide them with money for having the PLAF. This money was never received. This would have been put in a fund where members of the management committee could borrow it free of charge and others against interest.

- c. What is the difference between what has actually happened and what was originally meant to happen by the JIWAN project as a result of PLAF? Why?

Not done

- d. Which results of This PLAF do you see as really good? Why?

None. The land is also used for farming however this does not work well due to bad water provision and cattle that eat the crops.

So why do you continue with this?

Because we hope to get profit from the wood of the trees once their ready.

- e. Do you think that This PLAF could have functioned in a better way? Why?

Boundary wall against cattle

Some trees have dried out, new seedlings could be planted

We would like boring (fountain) in the middle of the land.

The committee members are not working well that's why good results stay out; it would be better to have less weeds. And the Forest development Organization gave a fund to build a wall to the president of the PLAF but nobody knows what happened with this money. The president left to India for work. The committee also collected money for the PLAF, the president also went away with this money.

- f. What lessons can we learn?

g. Do you think that things will change for you after JIWAN has stopped? What?
 No, no input from JIWAN.

h. Have you been thinking about how you are going to adapt to these changes?

i. Do you know when the JIWAN project will end?
 See POND interview: (Guess 4 months by a woman, the rest doesn't know)

l. Do you have any ideas considering PLAF in this village?

m. Are you as a committee improving the original PLAF or planning to?

n. Have you been looking for support from other people or organizations, or are you planning to?
 No, I am illiterate I have no idea how to deal with things like that. For this we were relying on the more literate ones like the president but now I'm not expecting much from him as well.

What do you think is the major importance of this PLAF?
 Only the trees, veg. farming worked only in one of the three years.

NOTE:
 PLAF is on temple land: Senior priest will determine how and by whom the land can be used and who gets benefit. He cannot sell the land.

	Objective						
	I	II	III	IV	V	VI	VII
	Aware of imp.	engaged	Aware of P-O	Aware of Conseq.	Future thinking	Concrete plan	Organizational Capacity
Yes		A4					
Medium / Partly	A4	E5,7	I1	G1	E1,2,3		
No	D3 N3	E4				x	N1

Deuri Parbah, POND management committee

(LP members of two LPs (Deuri & Parbah))

Group interview

3 man, 4 women (one inactive).

- a. For what purpose do you think that *This POND* was set up by JIWAN, which results were they aiming for?

Will be owned by the whole community.

The earned money will be used for community development.

Money earned from fish farming will be invested in the people from the pond management committee (certain distribution among parties: 40% goes to organization and 60% to village development).

When contracting the pond, the yearly income would be used to benefit the community like in road construction.

- b. What is actually the result of *This POND*?

Benefit is less due to the flood that has flushed away most of the fish from the pond. Now the tenant doesn't want to pay the rent for this second year. Also the road has been damaged by the flood and needs to be made higher again.

The tenant says that if the committee cleans the dirty pond he will think about paying. However in the contract is agreed that he is the one responsible for maintenance of the pond. He says that this would have been the case if they would have prevented the flood.

If flood could be prevented the contract could be given to someone else.

Used a little for irrigation.

- c. What is the difference between what has actually happened and what was originally meant to happen by the JIWAN project as a result of POND? Why?

Less earning due to flood and thus less investment in community.

- d. Which results of *This POND* do you see as really good? Why?

Water for irrigation of veg. farming, possible if enough water is still available for fish.

Irrigation of onion, cauliflower etc.

Now pond is much cleaner and filled with water, so cattle can be let in.

- e. Do you think that *This POND* could have functioned in a better way? Why?

- The benefit only goes to those people living near to the pond.
- On all four side banana was planted, this has been destroyed by cattle and playing kids.
- We want a boring fountain for water supply.
- We want a border on all four sides
- A boundary with the bananas inside and the pond should be cleaner.
- All before and a net to catch the fish (already money supplied so is coming up). And I would like to higher the sidewalls with clay.
- We could sell the fruits (q; f).

- f. What lessons can we learn?

X

- g. Do you think that things will change for you after JIWAN has stopped? What?

No, everything will continue as it is going now. For the mentioned improvements money is needed and JIWAN should provide this. Actually, JIWAN should built all ideas and we will use it.

- h. Have you been thinking about how you are going to adapt to these changes?

Do whatever is needed to get a better profit and **use the profit for development.**

Approach to VDC.

Use pond earnings.

Seeking help/ info for construction of the boring (fountain)

i. Do you know when the JIWAN project will end?

Guess 4 months by a woman, **the rest doesn't know.**

l. Do you have any new ideas considering POND in this village?

There is **one other pond present of which they would like to take over** the management.

m. Are you as a committee improving the original POND or planning to?

n. Have you been looking for support from other people or organizations, or are you planning to?

REMARK:

Also flood causes problems here, like in hariharpur.

	Objective						
	I	II	III	IV	V	VI	VII
	Aware of imp.	engaged	Aware of P-O	Aware of Conseq.	Future thinking	Concrete plan	Organizational Capacity
Yes	A2 B8 C1 D1	H1,2,3,4		G1b G2			
Medium / Partly		E1 E3,4 E5a E6,7 L1	I1		B7 E3,4,5,8,9 H2,3,4 L1		
No		E5b E8 G1b,2		G1	G1a	G1a	B1 G2