Community Development Strategy

August 2012

NEP: TANAHU HYDROPOWER PROJECT

Prepared by the Tanahu Hydropower Limited
for Asian Development Bank
EXECUTIVE SUMMARY

I. Introduction

The purpose of the Community Development Strategy (CDS) is to guide the preparation of the Community Development Plan (CDP) which will be prepared by the approved service provider at the time of implementation of the Tanahu Hydropower Project (the Project). The project will be run mainly by Tanahu Hydropower Limited (THL). The CDS aims to identify strategic interventions that will support, enhance and improve the lives and well being of peoples living in the project area. The CDS is a voluntary good practice document that goes above and beyond issues relating to physical and economic displacement, and relief, rehabilitation and restoration of (affected) livelihoods, in addition to activities addressed in the resettlement and indigenous peoples plan (RIPP). The CDS aims to benefit the project area, defined as all households/communities\(^1\) in the 8 village development committees (VDCs) and 1 municipality.

The CDS will also ensure to help implement activities in the Gender Equality and Social Inclusion Action Plan (GESI). The CDS is a time bound plan, with limited scope and budget. Benefits/interventions will only be available to peoples who legitimately live within the project area. Tentative institutional and implementation arrangements are provided in sections IX and X respectively; monitoring and evaluation in section XI; and the budget in section XII.

The CDS focuses on empowering and increasing peoples participation and access to opportunities particularly that of socio-economically vulnerable segments of society, otherwise defined as socially excluded persons (SEP)\(^2\) including women, in initiating activities aimed at (i) supporting and influencing the processes and outcomes of local social and economic development and (ii) creating an enabling environment for long-term growth and sustainability in the area through royalty payments and project-based benefit sharing once the project becomes operational and begins to generate profits.

II. Objective and Core Principles of the CDS

The key objective of the Community Development Strategy (CDS) is to enhance and contribute to enhancing and catalyzing socio-economic development in the project area through key program interventions. The CDS aims to ensure that interventions are carried out in a way that is participatory, socially and gender sensitive and inclusive. This process also aims to empower socio-economically vulnerable segments of society, including women, ensuring these groups are provided with opportunities for making decisions and choices affecting their lives and the Project.

III. Approach and Methodology of the CDS

The guiding core principles of the CDS will form the foundation of the program strategies and interventions. The CDS will ensure activities in the GESI. An overall participatory approach will be used to engender community involvement; ownership and empowerment. A participatory approach will be used in implementing all Project interventions, from planning to execution and monitoring. The CDS will place special emphasis on ensuring women, girls and socially excluded groups (Dalits, Janjatis and other ethnic groups) are targeted and encouraged to participate in program interventions. Participation of both genders is expected.

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\(^1\) The term “household” is used to refer to individuals, generally family members, living together under one roof. The term “Community” on the other hand refers to a group of households living together in the same area, bound by common and shared interests (e.g., social, cultural, economic, and political).

\(^2\) Socially excluded persons are defined as those suffering the effects of marginalization within or outside their community due to their ethnicity, religion, gender, caste, disability, health, education or socio-economic status.
and encouraged to ensure that women and men work towards common goals and objectives within their own communities and that women’s new roles, knowledge and status is equally respected and tolerated.

During implementation, synergy will be built with existing government and non-government initiatives and programs implemented across the project areas. The CDS/CDP will aim to complement and supplement the existing services and bridge the gaps in service delivery through various program interventions.

Program planning and activities will be driven by community needs, priorities and concerns and a bottom up approach will be used to develop the implementation plan. Additionally, linkages will be established between the project developer, government representatives and the community during the pre-construction and construction phase. An assessment of existing skills, needs and opportunities for empowering local communities to meet new socio-economic demands will be assessed early on. This will create the basis for the scope of training and entrepreneurship opportunities offered to the communities.

Lastly, capacity building will be another significant method employed to empower the community with knowledge, information and skills under the CDS. THL staff and relevant officials will be exposed to capacity building programs to enhance their skills and understanding of community development issues and opportunities and ways to further improve participation.

IV. Project Description

The Project is a storage type hydropower project with a 140 MW capacity, with estimated average annual energy generation of 587.7 GWh (Years 1-10) and 489.9 GWh (Year 11 onwards). The project is designed to supply power to the Nepalese grid. The project is located near Damauli, Tanahu District.

The main project components include the dam, reservoir area, campsite, access road and temporary facilities. These components will entail adverse impacts on the local community by way of loss of assets. However, the other project components such as sites for switchyards, power house, quarry sites do not entail loss of private land and assets. The project components also include a rural electrification (RE) and transmission system, which will be supported by the Nepal Electricity Authority (NEA). The RE component can be counted for community development in broad terms but is recognized outside the CDS (while RE is located within the overlapping VDC’s and municipalities).

V. Project Area

In line with the project direct and indirect area of influence, the project area for the CDS is defined as the 8 VDCs and one municipality covered by the main project components of THL. These include i) Chhang, ii) Majhkot, iii) Bhimad, iv) Jamune Bhanjyang, v) Kotdarbar, vi) Rishing Ranipokhari, vii) Sabhung Bhagawatipur, viii) Kahu Shivapur, and ix) Byas Municipality. These will form the project area for the CDS to be to be affected by the THL’s Tanahu hydropower development, set aside transmission and rural electrification components to be implemented by NEA.

The affected area is concentrated in 42 villages in 24 wards. Most of the construction activities of the Project are confined to Kahun Shivpur VDC and Byas municipality. The submergence area for the reservoir primarily affects the remaining of the VDCs.
The CDS project area covers 3,732 households, comprised of both directly and indirectly affected peoples. This means that benefits and interventions funded by the CDS will be made available to an approximate population of 26,124 persons living in the 24 wards, across the 8 VDCs and one municipality within the project area. The area defines and establishes the “legitimacy” of the beneficiaries living in the project area. The principle of legitimacy is used to ensure that only peoples with legitimate ties to the project area will have access to benefit from this scheme.

VI. Stakeholders

The main stakeholders of the CDS are the peoples living inside the project area, defined as the 8 VDC’s and 1 municipality directly and indirectly affected by the project.

VII. Socio-economic Baseline in the Project Area

A baseline survey of the project area was conducted in 2011 covering 16% sample of households/ families residing in the project area. The survey findings brought forth that a total of 3,732 households in 24 wards in the project area will be directly or indirectly affected by the Project.

A significant proportion of the population of 32,680 persons (41%) in the area is in the dependent age group i.e. below 16 years and above 61 years of age. Of the total population in the district, Janajati (Indigenous People) accounts for the highest proportion of the total population (56.5%) followed by the higher caste social groups (26.5%) and dalits (15.6%).

Agriculture constitutes one of the main sources of livelihood in the area employing 31.4% of the total population in the area. Foreign employment and remittance came forth as the second key sector of employment and livelihood in the locals’ area with 15.8% of the population engaged in the same. The baseline survey indicated that sample households are increasingly depending more and more on the cash income earned from off-farm sources for their livelihood. The highest annual average cash income of the sample households came forth around NRs 235,990 mainly from remittance (40.7%).

Apart from the population profile, the study also looked into the access and quality of socio-economic services in the area. In this regard, the study identified that in terms of education, the affected VDCs have 152 educational institutions including 74 primary schools, 15 lower secondary, 10 secondary and 11 higher secondary, 4 child development centres (for pre-primary stage) and 38 private English medium boarding schools.

In terms of health, the available health facilities spread across the VDCs include district hospital, private clinic/ nursing home, primary health centre, health posts, sub-health posts, homeopathic clinic, traditional healing system, medical hall/ shops and so forth. While 99% of the respondents have access to some kind of health facility, access to institutional health care such as a hospital continues to be a major challenge. Lack of adequate water supply and sanitation facilities was identified as a major issue, which has adversely affected the health status of people in several regions especially, Kot Durbar, Michurlung, Chhang Bazaar, Barchyang.

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3 IFC Document titled “Investing in People: Sustaining Communities through Improved Business Practice A Community Development Resource Guide for Companies” defines direct impacts as the environmental, economic and social impacts that are caused directly by a project, which can be addressed through compensation and appropriate mitigation and management. On the other hand, indirect impact is stated to be caused by the broader changes in the community brought about by a project.”
The most common organizations in the villages are community-based organizations (CBOs) including mothers groups, forest user groups, cooperatives, school/temple committees and non-government organisations (NGOs) with as high as 65% of the total respondents, from all caste/ethnic groups, involved in one or other kind of groups/NGOs/CBOs in the area.

VIII. Community Development Program Areas

The proposed program areas have been drawn from the needs and priorities identified during the baseline study and further confirmed by the community during consultations, focus group discussions and meetings carried out with the community groups and stakeholders at a VDC/municipality level. For the purpose of CDS and further implementation plan, the people residing within the project area will be considered legitimate to secure benefits through Community Development Initiatives. Anyone not residing inside the project area will not be eligible to benefit CDS benefits. The proposed community development program areas are as follows:

- **Education**: In view of the prioritisation done by the community during the baseline study, education was identified as a key area of intervention. As part of the CDS, the key purpose of the education program will be to facilitate enrolment and retention of the local students at the pre-primary, primary and secondary level. The community groups will work to ensure that all children in school going age are in school.

- **Health**: Under health, the proposed approach intends to complement the Government’s Health Sector Program to strengthen the demand and supply of health services and improve the access and quality of curative health services for local people.

- **Gender development**: In the context of Tanahu District and the project area, women comprise of a significant portion of the population, close to 50% and thus all interventions need to have gender focus. All programs will provide equal opportunity to women and also prioritise them in certain areas and programs. Some additional interventions for women and girls will also be undertaken.

- **Specific activities will be undertaken to facilitate inclusion of socially excluded group and other vulnerable groups** namely Dalits, Janjatis, disabled people and destitute people.

- **Project focused local economic development and livelihood promotion** activities will act as guidance for THL and service providers to build community based processes to link the emerging benefits with the immediate community residing in the project area. The local peoples will be given preference for local unskilled/semi-skilled work.

- **Livelihood Support through farm and forest related activities** will also be provided under CDS.

IX. Institutional Arrangement

THL will have the primary responsibility of planning, coordinating and implementing the CDS. It will work through THL officials mainly from Environment and Social Monitoring Unit (ESMU), which will be responsible to oversee the implementation of the project at the operational level, on behalf of THL. Under the overall leadership and management of THL, the community development component will be implemented in the project areas through a service provider i.e. an anchor NGO/Firm, in consortium with field level NGOs. The service provider will facilitate the process of identifying and prioritizing community needs and concerns, develop strategic linkages, and mobilize resources to effectively plan and implement the program. The anchor NGO/Firm will be responsible for managing the community development activities, providing technical support and building capacity of THL over the duration of the project.
X. Implementation Plan

The CDS will be implemented over 6 years, during the preparation and construction of the Project. CDS activities will be undertaken in 4 key phases. The initial 3 phases will involve the implementation of community development activities through the service provider, which will be a consortium comprised of an Anchor NGO/Firm and Field NGOs. The 4th phase will focus on institutionalizing the CDS activities in the Project. Continuity of successful CDS activities may be considered by the developer at the time of implementation of benefit sharing schemes, which are to be funded by royalty payments generated once the project becomes operational and begins generating profits.

XI. Monitoring and Evaluation

A monitoring and evaluation plan has been designed to ensure that the project is effectively implemented to achieve its goal within the 6 years of implementation. Indicators are defined for each program area to measure the success of their outcome. The service provider anchor NGO will regularly supervise the implementation of the programs to ensure the quality and effectiveness of the activities undertaken by them. They will collate qualitative and quantitative information to monitor progress with respect to the baseline which will form input for a management information system (MIS) to be generated by the anchor NGO/firm. The baseline shall be developed through a participatory approach to understand the existing status of the community. The field NGOs interventions and operations would be supported and monitored by the anchor NGO/firm based on a structured monitoring plan developed at the initiation of the project in an accepted framework. THL will further monitor the overall activities of the CDS/CDP and the anchor NGO/firm.

The overall achievement of the project will be evaluated through periodic comparison of the progress against the outcomes/impacts envisaged for the program. This will be done in various phases with support of qualified external agencies. The evaluations will range from structured scientific research to in-depth qualitative analysis. THL will undertake mid-term (the third year) and impact evaluation (the sixth year) of CDS implementation.

XII. Budget

The total program cost is US $ 2,300,000 and the consulting services are US $ 1,000,000. The total allocation for CDS is US $ 3,300,000. Following the ADB relevant guidelines, the fund-flow mechanism will ensure that fund utilization is transparent, in order, and subject to adequate auditing. THL will manage the program cost and will abide with ADB procedural requirements for any procurement and consulting services. THL will be responsible for internal financial audit for fund utilization by service provider. An externally appointed auditor by THL will conduct selective audits of the program activities and audit of overall program when required. The audit report should be submitted to ADB.
I. INTRODUCTION

1. The purpose of the Community Development Strategy (CDS) is to guide the preparation of the Community Development Plan (CDP) which will be prepared by the approved service provider at the time of implementation of the Tanahu Hydropower Project (the Project). The project will be run by Tanahu Hydropower Limited (THL). The CDS aims to identify strategic interventions that will support, enhance and improve the lives and well being of peoples living in the project area (PA). The CDS is a voluntary good practice document that goes above and beyond issues relating to physical and economic displacement, and relief, rehabilitation and restoration of (affected) livelihoods, as addressed in the resettlement and indigenous peoples plan (RIPP). The CDS aims to benefit the wider area of influence of the project, defined as all households / communities in the 8 village development committees (VDCs) and 1 municipality in the PA.

2. The CDS will also ensure activities in the Gender Equality and Social Inclusion Action Plan (GESI). The CDS is a time bound plan, with limited scope and budget. Benefits/interventions will only be available to peoples who legitimately live within the project area. Tentative institutional and implementation arrangements are provided in sections IX and X respectively; monitoring and evaluation in section XI; and the budget in section XII.

3. The CDS focuses on empowering and increasing peoples participation and access to opportunities particularly that of socio-economically vulnerable segments of society, otherwise defined as socially excluded persons (SEP) including women, in initiating activities aimed at (i) supporting and influencing the processes and outcomes of local social and economic development and (ii) creating an enabling environment for long-term growth and sustainability in the area through royalty payments and project-based benefit sharing once the project becomes operational and begins to generate profits.

II. OBJECTIVE AND CORE PRINCIPLES OF THE COMMUNITY DEVELOPMENT STRATEGY

4. The key objective of the CDS is to enhance socio-economic development of the PA through key program interventions designed to enhance the livelihoods and well being of the local communities. The CDS aims to ensure that project planning and implementation are carried out in a way that is participatory, socially and gender sensitive and inclusive. This process also aims to empower socio-economically vulnerable segments of society, including women, ensuring these groups are provided with opportunities for making decisions and choices affecting their lives and the Project.

5. Community Development, under the CDS mandate is defined as, “the process of increasing the strength and effectiveness of communities, improving people’s quality of life and enabling people to participate in decision making and to achieve greater long term control over their lives. Community development aims to empower and help communities to improve their social and physical environments, increase equity and social justice, overcome social exclusion, build social capital and capacities and involve communities in the strategic assessment and decision making processes that influence their local conditions.”

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4 When viewed in a simplistic manner, the term “household” is used to refer to individuals, generally family members, living together under one roof. The term “community” on the other hand refers to a group of households living together in the same area, bound by common and shared interests (e.g., social, cultural, economic, and political).

5 Socially excluded persons are defined as those suffering the effects of marginalization within or outside their community due to their ethnicity, religion, gender, caste, disability, health, education or socio-economic status.

6. CDS will be guided by the following core principles, which shall enable THL and the service provider(s) to develop the implementation plan:

1. **Participation** of the local people
2. **Empowerment** through participation in community based programs and organisations
3. Facilitating **access to services and opportunities** for excluded groups
4. **Gender sensitive and socially inclusive approach** across all interventions
5. **Capacity building** through information and knowledge sharing leading to empowerment of community base organizations (CBOs).
6. **Ensuring continuity** of the community development initiatives.

III. APPROACH AND METHODOLOGY OF THE CDS

7. The guiding core principles of the CDS will further form the foundation of the program strategies and interventions outlined in this document. Figure 1 illustrates the broad overview of the CDS approach.

![Figure 1: Broad overview of the CDS Approach](image)

8. An overall participatory approach will be used to ensure that community involvement; ownership and empowerment are engendered and achieved. The methodologies outlined below will provide guidance to implementers in executing the assignment.
9. **Participatory approach** will be undertaken in implementing all Project interventions from planning to execution and monitoring. The key areas of participation are highlighted below:

- **Baseline Study**: With active participation of the community, a baseline study will be carried out to determine the present status of existing facilities e.g. health, education, drinking water sources, micro-credits and development needs of the community in the PA. The baseline study will look into the quantitative and qualitative indicators, which will be monitored during the course of project implementation. This process will identify the prospective groups and partners in implementation and will further identify their key potential.

- **Micro-planning**: A micro-planning exercise will be undertaken based on the findings of the baseline study. The planning will be carried out using participatory tools and methods such as PRA/RRA, social and resource mapping, focus group discussions and consultations with both primary and secondary stakeholders. The plan will be developed with active participation of local community groups. The process will engage the community in prioritising their needs, evaluate the risk and returns, weighing options and then developing a plan, which includes key activities and time frames. Each year the plan will be reviewed and updated to reflect any changes in ground realities.

- **Participatory program implementation through community groups**: The Project will seek to partner as much as possible with community groups and CBOs (e.g., Youth Clubs, Mothers Groups, Temple Committees, Self-Help Groups, User Groups, etc.). A mapping and capacity assessment will be undertaken at the start of planning to identify existing groups, their strengths and weaknesses, opportunity for partnership and empowerment or scaling up. Where there is an absence of structured groups in the community, new groups will be formed with various community members, including youth/adolescents, women and ethnic groups in the project area. Groups will be empowered and trained to take on the responsibility of continuing the program in the post construction phase. The effectiveness of these will be reviewed on a yearly basis. The groups will also receive periodic training and support throughout the 6-year period. In case of well-managed and well-functioning groups, such groups will be given assistance to scale up and formalize themselves into legal entities, thus ensuring their sustainability and continuity.

10. **Gender focus**: Focus on women and girls will be maintained across all program interventions where equal opportunity will be provided in local socio-economic development. Priority to girls will also be given to address their specific challenges and needs and further empower them with knowledge, skill and information.

11. **Focus on social inclusion**: Socially excluded groups like Dalits, Janjatis and various ethnic groups will be involved and prioritised in all key interventions. Initiatives will be undertaken to mainstream the excluded groups in the development process. Specialised activities will be designed to empower them and to promote their culture and way of life.

12. **Build synergy**: During the implementation, synergy will be built with existing government and non-government initiatives and programs implemented in the project areas. The strategy will be to complement and supplement the existing service provisions to avoid duplication and to bridge the gaps in service delivery through various program interventions.
13. **Community needs and priorities:** The program planning and activities will be driven by community needs, priorities and concerns and a bottom up approach will be used to develop the implementation plan.

14. **Facilitate involvement of the community members in the project:** Linkage will be established between the project functionaries and the community during the pre-construction and construction phase. An assessment of existing skills, needs and opportunities for empowering local communities to meet new socio-economic demands will be assessed early on. This will create the basis for the scope of training and entrepreneurship opportunities offered to the communities.

15. **Capacity Building:** Capacity building is one of the most effective and significant methods to empower the community with knowledge, information and skills. THL staff and service providers will also be exposed to capacity building programs to enhance their skills and understanding of community development issues and opportunities and ways to further enhance these. Capacity building of project and government officials will have a strong on the ground community based component, with periodic interaction with project beneficiaries, exposure visits, workshops, and other exercises. The Project and local governments will be expected to demonstrate equal ownership over CDP implementation given that they will be responsible for ensuring its continuity post CDP and into royalty payments and local development schemes thereafter.

16. **The capacity building programs will be categorised into,** ‘functional’, ‘technical’ and ‘behavioural’ capacities with reference to the United Nations' development programs.\(^7\) The *functional capacities* are related to management capacities in this context more relevant for THL and service provider(s). The *technical areas* include the program areas such as microfinance, education, and health relevant for field non governmental organization (NGOs), CBOs and other government service providers. The *behavioural capacities* include awareness in order to affect changes in the attitudes, practices and behaviours of individuals groups and organisations, which will be relevant for community members and various community based groups of the community. Based on this guidance, a training plan may be prepared. Table 1 below presents an indicative list of the various capacity building programs covering all three categories for all key stakeholders.

<table>
<thead>
<tr>
<th>Table 1: Indicative areas for capacity building for key program implementers</th>
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<tbody>
<tr>
<td><strong>Community Groups</strong></td>
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<tr>
<td>● Group formation and motivation</td>
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<tr>
<td>● Micro-planning</td>
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<tr>
<td>● Rights and duties of citizens and specifically for women, child and the other groups</td>
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<td>● Gender equity and mainstreaming</td>
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<td>● Participation in governance</td>
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<td>● Skill building</td>
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<tr>
<td>● Networking and collaboration</td>
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<td>● Participatory monitoring</td>
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<td>● Communication</td>
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<td>● Resource mobilisation</td>
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</table>

IV. PROJECT DESCRIPTION

17. The Project will be developed by NEA and will be implemented by THL. It is a storage type hydropower project with a rated capacity of 140 MW, with estimated average annual energy generation of 587.7 GWh (Years 1-10) and 489.9 GWh (Year 11 onwards). The Project’s location is shown in the following map:

A. Project Main Project Components

1. Reservoir

18. A reservoir with a total surface area of 7.26 km$^2$ at FSL (EL 415 m) will be created. The reservoir will have a minimum operating level (MOL) of EL 378 m, providing a 37 m available drawdown (fluctuation zone) between MOL and FSL. The total storage volume of the reservoir at FSL will be 295.1 million m$^3$, with 200.3 million m$^3$ of this being effective storage at the date of completion.

2. Dam Site

19. A 140 m high concrete gravity dam with a crest length of 175 m will be constructed on the Seti River, approximately 2 km upstream of the confluence with the Madi River. The spillway will have three gates, each sized at 16.5 m width by 16.5 m height, designed to safely discharge the probable maximum flood estimated at 7,377 m$^3$/s.

3. Waterway & Powerhouse

20. A 7.4 m in diameter by 1,203 m long headrace tunnel will be constructed on the right bank for the reservoir. This will connect to a 160 m long penstock that divides into two (going from 7.4 m in diameter to 2 x 3.1 m in diameter) near its end. A 190 m long tailrace tunnel will be constructed to discharge the flow used for power generation back into the Seti River.
An underground powerhouse will be constructed 6 km downstream of the dam. Two units of vertical axis Francis turbine, three phase synchronous generator and transformer will be installed. The powerhouse dimensions are 27 m wide by 46 m high by 97 m long. Surface facilities will include an outgoing terminal and administrative buildings.

4. **Headrace & Tailrace Tunnel**

21. The headrace tunnel is a circular type concrete lining tunnel of 1,203 m in length and 7.4 m in finished diameter. The headrace tunnel connects between the intake and the headrace surge tank with 1.2 km of length. The tailrace consists of 2 x 74 m long of draft tunnels and a 190 m long tailrace tunnel. The tailrace tunnel is concrete lined pressure tunnel with an inner diameter of 7.6 m.

5. **Penstock**

22. The penstock tunnel is a steel lined tunnel connecting to the powerhouse cavern. The length of penstock is 160 m, the diameter varies 5.7-3.1 m. The penstock is bifurcated into two lines at 54m upstream from the turbines.

6. **Access Tunnels**

23. The main access tunnel is a road tunnel connecting to the erection bay of the underground powerhouse, about 837 m in length. Four work adit tunnels are provided in order to connect the access tunnel with the draft gate, lower penstock horizontal tunnel, headrace tunnel and surge tank arch heading respectively.

7. **Transmission Line**

24. A 39 km long, 220 kV double circuit transmission line will connect Tanahu with the Bharatpur sub-station. This will act as the corridor for evacuation of power generated from this project.

8. **Rural Electrification**

25. The project area of Tanahu Hydropower Project is partially electrified. The rural electrification (RE) component of the Project intends to electrify 17,000 new consumers. Consumers live across 17 VDC’s, some of which overlap with the PA of the hydropower project. The remaining VDC’s are new areas identified only for the RE scheme. The scheme includes the construction of 33 kV sub-transmission lines, bay extension work at existing substation, construction of two completely new 33/11 kV substations, extension of 11 kV switchyard at one sub-station, construction of 11 kV distribution feeders and low voltage (400/230 V) distributors. The CDS will only benefit and apply to those people “legitimately” living within the PA of the hydropower project, of which some VDC’s overlap with the RE component.

V. **PROJECT AREA**

26. The project for the hydropower station is spread across 8 VDCs and one municipality. The VDCs include i) Chhang, ii) Majhkot, iii) Bhimad, iv) Jamunebhanjyang, v) Kot Durbar, vi) Rishing Ranipokhari, vii) Sabumbhagawatipur, and viii) Kahun Shivapur. Byas municipality with Damauli are its major urban areas, which also form part of the direct PA. The project facilities such as dam, access road and other associated features are reflected in the Figure 2 below.
Figure 2

27. Table 2 above illustrates the project-affected area by components. The directly affected area is concentrated in 42 villages in 24 wards across the 8 affected VDCs and one municipality. Most of the construction activities of the Project are confined to Kahun Shivpur VDC and Byas municipality. The submergence area for the reservoir primarily affects the remaining of the VDCs.

<table>
<thead>
<tr>
<th>Project Component</th>
<th>Project Area</th>
<th>Affected VDCs</th>
<th>Wards</th>
<th>Affected Villages/settlements</th>
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<tbody>
<tr>
<td>Access Road</td>
<td></td>
<td>Kahun Shivpur</td>
<td>1</td>
<td>Beltar, Hoksetar, Jhaputar, Malinga</td>
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<td>Byas Municipality</td>
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<td>7</td>
<td>Patan (Gunadi Mahendrapur) Betini</td>
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<td>Camp Site</td>
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<td>Kahun Shivpur</td>
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<td>Jaruwa, Jhaputar Betar</td>
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<td>Reservoir Area</td>
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<td>Buduwa Phant, Chhore Patan, Shaune</td>
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<td>Rising Ranipookhari</td>
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<td>Rising Patan, Bandarkuna, Bhainsikile, Dablang, Phedi khola, Malang, Wantang khola</td>
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<td>Jamune Bhanjyang</td>
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<td>Gunadi Mahendrapur</td>
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28. The PA for the CDS covers 3,732 households (HHs), which are comprised of both directly and indirectly affected peoples. This means that benefits and interventions funded by the CDS will be made available to an approximate population of 26,124 persons living in the 24 wards, across the 8 VDCs and one municipality within the project area. The area defines and establishes the “legitimacy” of the beneficiaries living in the project area. The principle of legitimacy is used to ensure that only peoples with legitimate ties to the project will have access to benefit from this scheme. Only people residing within the PA will be considered to have legitimate access to benefit from CDS activities and interventions.

VI. STAKEHOLDERS

29. The main stakeholders of the CDS are the peoples living inside the project area, defined as the 8 VDC’s and 1 municipality directly and indirectly affected by the Project.

30. A preliminary stakeholder mapping and analysis exercise was carried out during due diligence. The findings of the same are summarized in Table 3 below. The service provider will be responsible for carrying out full stakeholder mapping and analysis at the time of commencing their services for the implementation of the CDS.
<table>
<thead>
<tr>
<th>No.</th>
<th>Stakeholder</th>
<th>Interests</th>
<th>Positive or Negative Influence</th>
</tr>
</thead>
</table>
| 1.  | Directly Affected Project Families (Men, Women, children, youth) | • Resettlement benefits as provided in the RIPP.  
• Livelihood enhancement opportunities (only if not received under resettlement/entitlement framework)  
• Access to CDS support, including vocational/skills and other training, access to local employment (where available) and support for establishing microenterprise/small cottage industries.  
• Affected peoples who have relocated outside of the PA at the time of implementing the CDS will not have legitimate access to claim further benefits under the CDS.  
• Opportunity to participate in various community groups. | Positive |
| 2.  | Indirectly Affected Families (Men, Women, children, youth) | • Livelihood enhancement opportunities (only if not received under resettlement/entitlement framework).  
• Access to CDS support, including vocational/skills and other training, access to local employment (where available) and support for establishing microenterprise/small cottage industries.  
• Opportunity to be member of various community groups. | Positive |
| 3.  | Youth Clubs (male and female) | • Opportunity to engage in local community development activities.  
• Linkage to skill-training and job opportunities. | Positive |
| 4.  | Self Help Groups (SHGs) | • Exposure to training, jobs and enterprise opportunity.  
• Support to help access market opportunities and credit facilities. | Positive |
| 5.  | CBOs and Mothers/Women’s Groups | • Active role in community development interventions.  
• Rights education and empowerment. | Positive |
| 6.  | Indigenous/ Socially Excluded group | • Access to mainstream development services  
• Opportunity to be part of decision making for development | Positive |
| 7.  | NEA | • Provide advisory support to THL if any.  
• Provide rural electrification. | Positive |
| 8.  | THL | • Lead the CDS implementation.  
• Royalty money channelized for sustainable community development. | Positive |
| 9.  | Service provider (Anchor NGO/ Firm and Field NGO) | • Technical support and knowledge sharing.  
• CDS project management.  
• Networking with key stakeholders.  
• Direct involvement in communities to facilitate development. | Positive |
| 10. | Local contractors and sub contractors | • Provide job opportunities for local people. | Positive |
| 11. | District Development Committee Office | • Provide policy and planning advisory support.  
• Provide support in mobilising resources to facilitate community development. | Positive |
| 12. | Village Development Committee Office | • Provide planning advisory support.  
• Closely partner with the CDS initiatives and make the public services more accessible to people. | Positive |
71. **Socio-economic Baseline of the Project Area**

31. A baseline survey of the project area was conducted in 2011 covering 16% sample of households/families residing in the PA. The survey findings brought forth that a total of 3,732 households in 24 wards in the PA will be directly or indirectly affected by the Project. The profile of the population in the PA as established from the baseline survey is summed up below.

32. **Age profile of the Population:** A significant proportion of the population (41%) in the PA is in the dependent age group i.e. below 16 years and above 61 years of age. Therefore, there is a need for welfare and development oriented programs for the children, youth and the elderly. The major opportunity lies in the 32,680 population who are in the productive age group of 16-60 years. (See Table 4)

<table>
<thead>
<tr>
<th>VDCs/ Municipality</th>
<th>Below 5 yrs</th>
<th>6-10 yrs</th>
<th>11-15 yrs</th>
<th>16-24 yrs</th>
<th>25-45 yrs</th>
<th>46-60 yrs</th>
<th>61-75 yrs</th>
<th>Above 75 yrs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bhimad</td>
<td>584</td>
<td>856</td>
<td>911</td>
<td>1,377</td>
<td>2,212</td>
<td>833</td>
<td>383</td>
<td>85</td>
<td>7,241</td>
</tr>
<tr>
<td>Chhang</td>
<td>642</td>
<td>794</td>
<td>832</td>
<td>1,501</td>
<td>2,279</td>
<td>976</td>
<td>461</td>
<td>127</td>
<td>7,612</td>
</tr>
<tr>
<td>Majhkot</td>
<td>801</td>
<td>1,038</td>
<td>1,102</td>
<td>1,662</td>
<td>2,457</td>
<td>1,079</td>
<td>455</td>
<td>135</td>
<td>8,729</td>
</tr>
<tr>
<td>Jamune</td>
<td>972</td>
<td>1,186</td>
<td>1,406</td>
<td>1,859</td>
<td>3,134</td>
<td>1,178</td>
<td>559</td>
<td>162</td>
<td>10,456</td>
</tr>
<tr>
<td>Kahun Shivapur</td>
<td>1,095</td>
<td>1,199</td>
<td>1,225</td>
<td>1,612</td>
<td>2,332</td>
<td>973</td>
<td>396</td>
<td>156</td>
<td>8,988</td>
</tr>
<tr>
<td>Kot Durbar</td>
<td>1,075</td>
<td>954</td>
<td>1,600</td>
<td>1,724</td>
<td>1,227</td>
<td>746</td>
<td>341</td>
<td>134</td>
<td>7,801</td>
</tr>
<tr>
<td>Rishing Ranipokhari</td>
<td>560</td>
<td>738</td>
<td>757</td>
<td>1,182</td>
<td>1,695</td>
<td>642</td>
<td>348</td>
<td>74</td>
<td>5,996</td>
</tr>
<tr>
<td>Vyas Mun.</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>1,977</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,729</strong></td>
<td><strong>6,765</strong></td>
<td><strong>7,833</strong></td>
<td><strong>10,917</strong></td>
<td><strong>15,336</strong></td>
<td><strong>6,427</strong></td>
<td><strong>2,943</strong></td>
<td><strong>873</strong></td>
<td><strong>58,800</strong></td>
</tr>
</tbody>
</table>

Source: District Profile, Tanahu, 2010/11

33. **Socially excluded Groups in the PA:** In the affected VDC and municipality, Magars are the dominant ethnic group followed by others such as the Damai, Kami, Sarki, Brahmin, Chhetry and Thakuri. Of these groups, Magars belong to indigenous population (IP) group, while Damai, Kami and Sarki comprise of Dalits with the remaining groups comprising of the higher social groups. Of the total population in the district, Janajati (Indigenous People) accounts for the highest proportion of the total population (56.5%) followed by the higher caste social groups (26.5%) and dalits (15.6%).
34. **Livelihood Profile in the PA:** Agriculture constitutes one of the main sources of livelihood in the area employing 31.4% of the total population in the area. Foreign employment and remittance came forth as the second key sector of employment and livelihood in the locals’ area with 15.8% of the population engaged in the same. The gender segregated occupation distribution in the VDCs reflects that agriculture, along with livestock, is the major occupation, which absorbs the highest proportion of female population (44.6%). In comparison to women, only 25% male are involved in these occupations. Other sources of the livelihood in the area include business, service, wage earning and industry. However, all these account for less than 10% of the total employment share in the PA.

35. **Income levels in the PA:** The baseline survey brought forth that sample households are increasingly depending more and more on the cash income earned from off-farm sources for their livelihood. The highest annual average cash income of the sample households came forth around NRs 235,990 mainly from remittance (40.7%). Service and pension were identified as the second highest source of cash income accounting 21% whereas business/ trade/ industries come in third position (15.5%) with an average income of NRs 34,638. The average farm household incomes from different sources in agriculture was around NRs 36,273, NRs 7,118 from livestock trade, NRs 7,961 from livestock products NRs 7,961, which together with cash income of the households amounts to NRs 260,034 per year per households. An estimated 11% of the population in the area lives below poverty line (BPL).

36. **Educational Facilities in the PA:** The study in the affected VDCs brought that the area has 152 educational institutions including 74 primary schools, 15 lower secondary, 10 secondary and 11 higher secondary, 4 child development centres (for pre- primary stage) and 38 private English medium boarding schools. While primary schools have the highest concentration in the affected areas, the lowest number of primary schools was noted in Rishing Ranipokhari whereas the highest numbers was in the Vyas Municipality.

37. The study brought forth some gaps in the education facilities provided to the local population. For instance, the Child Development Centres (CDCs), which are supported by the government, are in small numbers with only 4 facilities across the area. Out of these 4 CDCs are located in the municipality area and only one in Kot Durbar VDC. Further, lack of secondary and higher secondary schools in some VDCs is also evident e.g. Kahun Shivpur VDC does not have a government or private secondary school. The limited access to secondary schooling facility has been one of the primary reasons leading to higher drop outs of students, particularly girls, after the primary levels.

38. **Health facilities in the PA:** The baseline study also identified the available health facilities spread across the VDCs, which included district hospital, private clinic/ nursing home, primary health centre, health posts, sub-health posts, homeopathic clinic, traditional healing system, medical hall/ shops and so forth. Health posts and sub-health posts are the grass root level service facilities available in the village whereas hospital services are available only at the district headquarter thus are difficult to reach and access. The baseline brought forth that the health posts and sub health posts are not equally distributed in the PA. While 99% of the respondents have access to some kind of health facility, access to institutional health care such as hospital continues to be a major challenge. In Kot Durbar, Rishing Ranipokhari and Majhkot VDCs, local population has to travel 2 to 3 hours to reach the nearest district hospital at Damauli thereby adversely affecting the health status in these villages.

39. **Water and Sanitation facilities in the PA:** Lack of adequate water supply and sanitation facilities came forth as a major issue, which has adversely affected the health status of people in several regions especially, Kot Durbar, Michurlung, Chhang Bazaar, Barchyang. Women and households from the Dalit community are the worst sufferers of the
water shortages. The lack of safe drinking water was also cited as a major cause of diseases in the PA.

40. **Community based groups and organizations in the PA:** The most common organizations in the villages are CBOs including mothers groups, forest user groups, cooperatives, school/temple committees and NGOs. In addition to these organizations, most of which are informal in nature, there are other groups/organizations formed with support of government or donor funded projects like the farmer groups, water user groups and income generating groups. The survey findings revealed that as high as 65% of the total respondents, from all caste/ethnic groups, are involved in one or other kind of groups/NGOs/CBOs in the PA. The growing numbers of mothers groups and saving credit groups among women in the rural area has, to some extent, led to more opportunities for involvement and greater participation of women in social, religious and development related activities.

41. **Local governance structure in the PA:** The Ministry of Local Government, under the Government of Nepal is responsible for local administration and governance in the area. Under the ministry's framework, the chairman of the local district office heads the district development committee office, whereas the VDC offices under various district offices are headed by a chairman/secretary of VDC.

42. **Project Impacts on the population in PA:** The various challenges, vulnerabilities and opportunities that the communities may experience as a result of the Project construction activities, to be undertaken under the Project, are summarised in the Table 5 below for the key primary stakeholders or target beneficiary groups.
<table>
<thead>
<tr>
<th>Primary Stakeholders</th>
<th>Challenges, Vulnerabilities and Opportunities resulting from the Project</th>
<th>Emerging Needs</th>
</tr>
</thead>
</table>
| **Children**         | - Drop outs at primary education level, especially amongst girls (apart from Kot Durbar)  
                      - Increased burden of work at home and also exposure to child labour.  
                      - Children have less access to sanitation facility/toilets.  
                      - Less child care facilities for children below 5 years  
                      - Lack of child development centres in most VDCs.  
                      - Education a fundamental right in Nepal  
                      - Provision of free education up to secondary level by the government | - Transition and retention of students to secondary schooling and higher education levels.  
- Specialised intervention for ensuring access to secondary education, higher and technical education in the area  
- Access to healthy and child friendly school environment.  
- Knowledge of life skill, rights and duties  
- Access to health and nutrition facility  
- Community to be empowered to fight against child labour. |
| **Women**            | - Limited access to health facilities.  
                      - Higher incidence of diseases.  
                      - Women are even more vulnerable due to low level of literacy  
                      - Over burdened with work especially in households where menfolk have migrated for work or in women-headed household. For e.g. Rishing Phatang.  
                      - Less control over decision making related to productive assets (land, money, house).  
                      - Limited mobility and are restricted to the village.  
                      - Limited skill of agriculture, enterprise development and other commercial aspects like marketing.  
                      - Less income due to low wages  
                      - Vulnerable to prostitution, trafficking, HIV/AIDS especially with the influx of outsiders into the community during construction phase.  
                      - The project construction will bring opportunities for employment and enterprise development for women | - Access to institutional health facility.  
- Empowering the women about their rights  
- Access to skill development on innovative livelihood options and enterprise development.  
- A community based support and protection network for women.  
- Access to literacy for illiterate women.  
- Knowledge of reproductive health and hygiene, HIV/ AIDS.  
- Knowledge of productive and diversified cropping, agriculture, irrigation, rearing, livestock rearing, and allied activities.  
- Knowledge of investment and saving.  
- Participation in decision making at the household, community and local governance level. |
| **Youth**            | - High unemployment level and limited income opportunities  
                      - Lack of appropriate education and skill development opportunities  
                      - Vulnerable to local low paid jobs  
                      - Migration to other country as labourers etc.  
                      - Youth have basic level of education  
                      - Governments Certificate on Technical Education and Vocational Training (CTVET)  
                      - The project construction will bring opportunities for employment and enterprise development | - Access to employment opportunities within the country.  
- Skill development opportunity on varied skill areas, as per market requirements, and competencies.  
- Skills on productive and diversified farming and allied activities.  
- Knowledge of reproductive health and life skills, HIV/ AIDS |
<table>
<thead>
<tr>
<th>Primary Stakeholders</th>
<th>Challenges, Vulnerabilities and Opportunities resulting from the Project</th>
<th>Emerging Needs</th>
</tr>
</thead>
</table>
| **Men**              | - The employment level is low and thus have limited source of income in the locality  
- Migration to other country as labour etc. 
- Addicted to alcohol and other vices 
- The project construction will bring opportunities for employment and enterprise development | - Involvement for gender based interventions  
- Updating of skills and knowledge  
- Knowledge on HIV/AIDS  
- Linkage with productive jobs and enterprise development |
| **Other Socially Excluded Groups** | - Dalits are vulnerable deeper poverty, cultural exclusion, and unemployment  
- Addiction/ alcoholism  
- More prone to migrating into other countries for jobs  
- Discrimination in choice or access to schools and more vulnerable to drop outs.  
- Dalit groups in Thangdi Village, Manung Village are impoverished and discriminated against in gaining smooth access to public services.  
- Women are more vulnerable to abuse and exploitation owing to their extensive role in alcohol manufacturing and selling.  
- Dalit and Janjati girls may be vulnerable to exploitation, abuse, trafficking etc.  
- National Development Council for protecting Dalit rights.  
- The project construction will bring opportunities for employment and enterprise development | - Equal access to all development schemes and facilities in the country.  
- Protection of their own cultural identity.  
- Specialisation on skill development.  
- Access to job opportunities  
- Access to financial assistance to build productive asset and enterprise  
- Access to training on alternative livelihood opportunities.  
- Unified strategy to protect and develop girls and women of all communities equally.  
- Knowledge of their civil and political rights  
- Awareness on harmfulness of alcohol and other forms of addiction. |

**VIII. COMMUNITY DEVELOPMENT PROGRAMME AREAS**

43. The proposed program areas have been drawn from the needs and priorities identified during the baseline study and further confirmed by the community during consultations, focus group discussions and meetings carried out with the community groups and stakeholders at the VDC level. The strategic interventions will, on one hand, highlight areas for mitigation of the current challenges and vulnerabilities of the communities and on the other, will also explore the various opportunities for local economic development that will emerge with the large scale construction of the Project. The overall approach will be to strengthen the existing government programs and supplement them. The community groups will take a lead in identifying the key beneficiaries and human resources for each of the programs. Suggested strategies will work as a guide for the service providers, to facilitate an implementation plan, with active participation of the communities.

44. For the purpose of CDS and further implementation plan, the people residing within the PA will be considered legitimate to secure benefits through the CDS Initiatives. Anybody not residing or migrated from the PA will not be considered legitimate for getting access to the CDS benefits. The proposed community development program areas are as follows:
A. Education

45. Constitution of Nepal, in Article 17, safeguards the right to education as a fundamental right. Pursuant to the Education Act, 2001 (Seventh Amendment), basic education has been made free for all school age children, irrespective of caste, gender and other form of diversities and differences prevailing in the society. The Local Self-governance Act 1999 has given the authority to the local bodies’ viz. VDCs and municipalities to establish pre-primary schools/centres with their own resources.

46. In view of the above as well as the prioritisation done by the community during the baseline study, education was identified as a key area of intervention. As part of the CDS, the key purpose of the education program will be to facilitate enrolment and retention of the local students at the pre-primary, primary and secondary level. The community groups will work to ensure that all children in school going age are in school. Some of the initiatives suggested to facilitate improvement in education for the target community shall comprise of:

- **Linkage to initiate Child Development Centres:** The VDC officials will be contacted with the prospective list of students, below 5 years of age, in each of the wards, urging them to set up CDCs in each ward and improve access to support services for children in pre-primary age group. Priority will be given to children of single mothers.

- **Provide training to teachers on child friendly behaviour:** The schools in the project influence area are in most cases unattractive to students both in terms of teaching and infrastructure. In order to address this, the teachers will be trained in joyful teaching methods and low-cost teaching material preparation. In addition to that they will also be oriented in child rights and protection to create a friendly classroom environment.

- **Providing supportive teaching and classroom aids for students:** Poor quality classrooms will be supplemented with education materials and minor improvements like wall paintings, murals etc. The teachers will be provided with teaching aids like flash cards, picture books, charts to make learning more interactive.

- **Mobilise local support to upgrade school buildings:** Local private and business organization shall be mobilised to upgrade the local school buildings to accommodate all children in a healthy classroom environment both at primary and secondary level.

- **Facilitate linkage with government programs to improve access to secondary education for girls:** Linkage with the Ministry of Education, Regional Education Directorate and District Education Office of Tanahu will enable the community groups’ advocate for up-gradation of existing primary schools into secondary schools to facilitate access to secondary education.

B. Health

47. Clause (2) of Article of the Constitution guarantees the right to reproductive health as a fundamental right. The proposed approach intends to complement the Government’s health sector program to strengthen the demand and supply of health services and improve the access and quality of curative health services for local people.

48. The suggested strategies below will be linked to the structure and services of Ministry of Health and Population, Government of Nepal, under the Department of Health Services through its Sub Health Posts, Health Posts, District and Regional Hospitals.
- **Awareness on complete immunisation:** Linkage with government programs and local health workers will be established to ensure that all children born in the community area can go through complete immunisation process.

- **Reproductive health care and nutrition for women:** Women will be made aware about their reproductive health viz. on issues like family planning, pre-natal and post-natal care. In addition to that they will be counselled on nutrition.

- **Empower and build capacities of community women to work as health counsellors:** Women from within the community having school level education are to be empowered through training, technical support and tool kits to counsel women on various health problems and act as first level reference for health challenges of women in the PA.

- **Encouraging institutional delivery of pregnant women:** Awareness will be built in the community on the need of institutional delivery mechanism for pregnant women. Low cost local transports will be arranged by Community Groups to ensure that even poor women living in distant locations can have access to hospitals. Local youth clubs and women’s groups along with community health counsellors will facilitate this process. Project ambulance can be utilised in need of emergency.

- **Provide life skill education to youths, adolescent boys and girls:** The adolescent boys and girls’ groups will be trained as peer educators on life skill/family life education. They will be made aware about the reproductive and sexual health that will help them clarify their doubts and fears about their bodies and the changes to avoid any kind of abuse, disease and unwanted pregnancies caused due to lack of knowledge and information.

- **Generate awareness on HIV/AIDS and facilitate linkage with related service delivery:** Knowledge on threats of the disease and mechanism of transmission and prevention is to be imparted within the community. Local agencies and community based health personnel can facilitate such knowledge creation or awareness building. In case of identified victims, information on available service provisions for HIV affected people like the Voluntary Counselling and Testing Centres) and access to treatment centres will be provided.

- **Educate school children on health and hygiene:** The school students in the project influence areas will be trained on basic health and hygiene with attractive visuals and interactive workshops.

- **Generate awareness in households on portability of drinking water:** The community-based groups will be trained in methodologies to clean water and store them in suitable manner to ensure portability.

**C. Gender Development**

49. The Interim Constitution 2007 prohibits discrimination on the basis of caste, ethnicity, religion and sex, and also protects the interests of women and other social groups and allows positive discrimination in favour of women.\(^8\) Nepal is also a signatory of the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) adopted by the United Nations.

In the context of Tanahu District and the PA, women comprise of a significant portion of the population, close to 50% and thus all interventions need to have gender focus. All programs will provide equal opportunity to women and also prioritise them in certain areas and programs. Depending on the intensity of need for support and empowerment, some additional interventions suggested for women and girls are:

- **Provision for access to literacy and skill development initiatives for adult women:** Literacy classes organised for the women in the area can be clubbed with skill trainings on basic calculations, horticulture, livestock rearing, fishery etc. The women are to be motivated by making these literacy programs as part of ladies club activities and gathering, so that literacy is offered as a package for empowerment and not in isolation.

- **Capacity building of women and girls on their rights especially protection against abuse, exploitation, violence and trafficking:** The women and the girls are to be trained in identifying potential threats to abuse and exploitation, trafficking and child marriage. This initiative will be undertaken through training and intensive awareness of girls and women on their right. Women Groups will be empowered to act as support to the community with linkage to police, women’s rights groups and other non-government organisations working in this area. The women will be motivated to develop a culture of supporting each other and to be prepared to fight against violence, threat and exploitation.

- **Gender training for men:** To enable a supportive environment at home the men are to be oriented and made aware about gender biases and rights of the women. They will be motivated to play a positive role towards development of women and girls for a maintaining a health family life.

- **Women's groups to empower them and to facilitate their inclusion in other civil society groups:** Women’s groups are required to be conscious of their surrounding and of all the programs that have close implication on their lives. They will motivate women and ensure that women have access to all the development activities undertaken within the project areas.

- **Formation of groups for adolescent girls’ for empowering them with knowledge on life skills, rights and protection:** Though youth groups will be operational in the community but adolescent girls can be encouraged to develop groups to share their concerns and challenges.

- **Women to be made rights conscious to enable their active participation in the decision-making:** Intensive exercise to make women aware and conscious of their rights will be undertaken. This will also give them the foundation to fight for their right to property and also contribute to decision making within the family.

- **Motivation of women to participate in local governance and access democratic rights:** Women are to be made aware and conscious of their democratic rights, electoral process and its contribution to their lives. Women candidates from the community will be empowered to be members of various ward committees that are set up or are being set up at various wards in the VDCs.

D. **Inclusion of socially excluded group and other vulnerable groups**
In 2010, a Bill on National Development Council (NDC) was tabled in the Legislature-Parliament with a view to transform the NDC into a statutory and autonomous body. NDC is responsible for protecting and promoting the rights and interests of the Dalit community, mainstreaming the Dalit community and maintaining social justice by enhancing the participation of the community in public life by empowering them. Despite measures, the practice of untouchability can be found on the ground in some forms owing to socio-structural factors, negatively affecting the dignity of people belonging to the Dalit community.

To facilitate inclusion of the target groups to be focussed on are Dalits, Janjatis, Disabled people and destitute people the key interventions are:

- **Cultural promotion for indigenous groups**: It is important that the people are able to retain their own cultural heritage and identity even in the overall growth and development effort. The Magar’s, Bote and the other communities can showcase their unique cultural identity through their music and dance, food etc during annual festivals organised in the locality.

- **Community interaction and exchange**: Community based initiative, interaction and we-feeling is to be instilled to combat any negative impact due to the influx of population during the construction phase. Sports, fairs and cultural events are to be organised at regular intervals for this purpose.

- **Prioritise membership in community groups**: To enable and encourage members of socially excluded groups to actively participate in decision making related to their development. Inclusion of Dalits, Janjati’s and disabled people in the community groups will be encouraged.

- **Facilitate linkage with key service provisions**: The community groups will actively work towards ensuring that the disabled people and the families belonging to socially excluded groups in the PA are linked to education, health, skill building and credit facilities available in the area.

- **Orientation on the legal rights especially designed to empower them with knowledge and information**: In addition to human rights the excluded groups will be made aware about their legal rights in the country, so that they are empowered to demand a dignified life.

- **Encourage enterprise development and access to credit**: In addition to providing these groups and people access to local livelihood promotion activities, specialised support will be provided for localised enterprise like forest based products, handicrafts, textiles related to their local way of life. Access to credit facility and market linkages will be provided for such individuals and groups.

**E. Project focused Local Economic Development and Livelihood promotion**

It is crucial that the project plays the role of catalyst for positive change by demonstrating responsibility and accountability in the development process through partnership with the community. CDS is a driver for the community to communicate that they will derive development benefits from the project. The following strategies will act as guidance for THL and service providers to build community based processes to link the emerging benefits with the immediate community residing in the PA. The local peoples will be given preference for local unskilled/semi-skilled work. To ensure the same a baseline will be collected at the start of CDP implementation to identify all eligible and willing workers (men and women) across the PA, including their skill sets and training needs. This
roster/inventory shall be updated and maintained on a periodic basis through local community groups who will inform the project. The inventory will be given to project contractors responsible for sourcing local workers. The contractors will give preference to jobs to these people. This will be facilitated by local NGOs and will be closely monitored.

54. The strategies are categorised into three categories to encapsulate the probable economic benefits from the project.

(1) Vocational and Skill development training around the skills that will be on demand during construction. Project specific skill trainings can be linked to the government's Council for Technical Education and Vocational Training, a statutory and autonomous body constituted in 1989 for certification and recognition. It has granted provisional affiliation to over 160 private institutions to run three levels of training courses, viz. short-term training course, technical school leaving certificate, and diploma level program, on various subjects, including agriculture, engineering, health, electronics and food technology.

- **Skill building training** will be planned in such a manner so that such skills can be utilised in the upcoming opportunities during the project construction as well as operation period. This can be done through the following:9
  - Apprenticeship programs to equip residents with on-the-job training
  - Certification programs offered in conjunction with a technical school or equivalent organization
  - Training partnership with local or national institutions or government agencies.

- **Contractual provision of skill training and priority of hiring by Project contractors** has assured skill enhancement and employment for the affected families and the local people. Hiring practices is to be free of discrimination based on social groups, religion or gender. The contract clause for the project contractors will specify job training available for project-affected families. The contractors will develop:
  - Provision for training sufficient for locally affected residents with those skills necessary for them to be hired and,
  - Training plans with maximum opportunities to project affected families in the contractor's project area who is interested in working on the project with the skills necessary for them to be hired.

(2) Maximizing benefits of employment opportunities. The benefits of the Project can be maximised through creation of jobs by contractors and sub contractors. Besides, enterprises around ancillary services for the influx of people should also be taken into consideration.

- **Employability through employment generation by contractors through hiring preference**: Hiring preferences for local employment are significant to maximize benefits. THL will evaluate option to give preference to local people for the various

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kinds of job opportunities. In this case the youths and people in the productive age group interested to be employed, will be considered for employment opportunities by local contractors of THL. To achieve income and livelihood improvements, the key element is an explicit system of targeted hiring and priority rankings for employment eligibility.

**Good practice of Kali Gandaki Hydroelectric Project, NEA, Nepal**

The local employment system was set up and included in the requests for tender given to all contractors, thus providing guidance for how to hire their labourers and employees, which proved effective. Every major contractor undertook to implement priority hiring of labourers from the direct area of influence (displaced villages) first and from the indirect areas of influence (surrounding villages) second. The tender documents asked the principal contractors for all lots of the project that:

The employer suggests that to the extent that the contractor has suitable options for recruiting labour locally, and that other factors are equal, recruitment should be done according to the following list of priorities, in this order:

- Seriously Project Affected Families (SPAFs)
- Project Affected Families (PAFs)
- Persons from villages directly affected by land take for the Project
- Residents of Districts of Syangja and Gulmi
- Residents of the Kali Gandaki basin
- Other citizens of Nepal

- **Community based groups to facilitate the local employment and skills training:** The community youth groups and self help groups will help develop an inventory of skills and interests of the local men, women and youth to facilitate this linkage to jobs and training to appropriate people.

- **Community monitoring groups:** Groups of community monitors is to be created with representatives of local youths to ensure that the project construction and related activity do not negatively impact the people’s lives. Community groups will monitors how many local people have been gainfully employed by the contractors. The groups will also monitor to ensure equal or greater participation of women and socially excluded groups in SHG and livelihood enhancement programs. These groups could also be involved in monitoring activities with the contractors for monitoring water quality, air quality, and/or restoration/afforestation/re-vegetation programs. These monitoring programs will be established by THL and the contractors, and defined as/where needed. The contractors will provide all tools and materials required for the monitoring groups to carry out their specified functions if any.

(3) **Enterprise development.** The benefits of the Project can further be extended to economic activities.

- In addition to the local employment, the project will have a positive socio-economic impact in the PA through sourcing services (such as catering services, security services, cleaning services) locally. **Local sourcing of services** will draw upon

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existing resources and will expand opportunities for local business and people. The local people or community groups will be trained to build skills to develop these micro enterprises with requisite access to financiers (such as microfinance institutions, banks, co-operatives) for accessing existing credit facilities.

- The Project will also provide technical support to the local farmers to promote the development of local agri-businesses. The technical assistance and linkage to credit facilities will be provided to these farmers to grow particular products which will be consumed by the company.

- Other enterprises could be built to include services and support for the labourers, workers and their families. These services may include local grocery shops, tailoring shops, renting rooms and houses, transport services. The local self help groups can take the initiative to capitalise on these opportunities.

- Facilitation and access to credit is an important requirement for development of these enterprises. Credit facility from micro credit sources or through the local banks should be established to provide easy repayable loans for such micro-enterprise development. Formation of credit SHG groups and linking the existing groups to such opportunities will encourage the enterprise development in the PA. The CDS will also help access to a credit source to help SHG borrow money for micro enterprise development through micro lending program.

- Rural electrification is provisioned in the Project where NEA will be in charge. Separate capacity building initiative for enterprise development for the youth and the women are to be initiated in the PA, especially with reference to rural electrification that will bring to the community a host of livelihood options that are driven by energy such as mechanised farming, making milk products, refrigeration related activities, making small mechanical production units.

F. Livelihood Support through farm and forest related activities

55. The local economy is dependent on agriculture though it is plagued with problems due to low land holding size, low crop yields due to traditional farming system, low farm income etc. There are indigenous peoples groups in the PA with considerable dependence on forests and its products. Thus the Project through CDS will bring in interventions for these groups.

- Veterinary Trainings: Livestock is an important part of daily economic life of women in the PA. The women face hard ships in maintaining the health and productivity of the animals. Local government veterinary doctors and department staffs can be involved to organize training of local women helping them effectively maintain and manage the livestock for enhancing their income.

- Agriculture Extension Training: Training can be provided through agriculture research institutes and through the department of agriculture representatives to increase farm productivity aiming at food security and enhancement of income.

- Demonstration Farm: Demonstration farm can be created one in each ward and training with help of local SHGs and youth groups. The groups will be provided access to required resources and materials like seeds, fertiliser and related training to enhance diversification of livelihood options. Rural electrification will be extended to facilitate such improvement if any. Market linkages of these demonstration farms
will be created by enhancing their knowledge about quality control, pricing, product promotion, negotiation; decision-making, transport etc.

- **Managing community forests by forest groups**: Community forests are common in this region. Existing forest groups or new forest user groups will be created to manage natural resources. Appropriate training facility will be made available for this purpose.

- **Forest resource regeneration and recycling**: The forest resource that goes to waste should be utilised innovatively without creating any impact on the natural resource. Trainings and orientation for ensuring the recycling and re-utilization of natural resources (wood and other vegetation) for developing handicrafts, thatching, fencing etc.

**IX. INSTITUTIONAL ARRANGEMENT**

56. The implementation framework for the community development activities will ensure the participation of local community so as to enable them to sustain the development activities after the completion of the intervention period (i.e. 6 years).

57. THL will have the primary responsibility of planning, coordination and implementation of the ‘Community Development Strategy’. It will work through THL officials namely the Environment and Social Monitoring Unit (ESMU) and its officers and consultants to oversee the implementation of the project at the operational level, on behalf of the THL. Under the overall leadership and management of THL, the community development component will be implemented in the PA through the service provider i.e. an anchor NGO/firm, in consortium with the field NGOs. The service provider will be selected through a transparent selection process as per ADB guidelines. The anchor NGO/firm will be a consulting organization or a credible national level NGO while the field NGOs should have prior experience of working with the community in Tanahu District. The service provider will facilitate the process of identification and prioritizations of communities’ need, develop strategic linkages, and mobilize resources to effectively plan and implement the CDS/CDP. The anchor NGO/firm will be responsible for managing the community development activities, providing technical support and building capacity of THL over the duration of the Project.

58. A review and reporting mechanism will be established to ensure smooth coordination and effective implementation of activities. The service provider, as mutually agreed, will periodically report to THL to update the latter on the interventions, learning and the challenges. The anchor NGO/firm will be responsible for regularly monitoring the field NGO’s work in order to ensure the quality of inputs and timely achievement of the desired outputs. THL will conduct periodic review meetings with the service provider for critical decision making and to update themselves on project progress.

59. The overall institutional arrangement is represented in Figure 3 below:
To ensure an effective implementation of the development activities, the roles and responsibilities of each partner will be as follows:

60. THL will be responsible for implementation of community development activities and selection of the service provider, an anchor NGO/firm in consortium with field NGOs. THL will also be expected to coordinate with the government departments to facilitate the provision of essential services in the PA as well as communicate with key stakeholders through its service provider. THL will lay significant focus on grievance redressal during the CDS implementation. It will respond to the queries and concerns of the community and target beneficiaries through its Project Information Centres (PICs). Additionally, THL will also ensure the capacity building of its staff and maintain the continuity of the CDS activities even after the intervention period. THL will also conduct the mid-term evaluation and final evaluation by means of engaging an external agency to monitor the work of the service provider. THL will manage the funds for CDS and ensure disbursal in accordance with the terms and conditions negotiated with the service provider.

61. THL will be responsible for implementation of community development activities and selection of the service provider, an anchor NGO/firm in consortium with field NGOs. THL will also be expected to coordinate with the government departments to facilitate the provision of essential services in the PA as well as communicate with key stakeholders through its service provider. THL will lay significant focus on grievance redressal during the CDS implementation. It will respond to the queries and concerns of the community and target beneficiaries through its Project Information Centres (PICs). Additionally, THL will also ensure the capacity building of its staff and maintain the continuity of the CDS activities even after the intervention period. THL will also conduct the mid-term evaluation and final evaluation by means of engaging an external agency to monitor the work of the service provider. THL will manage the funds for CDS and ensure disbursal in accordance with the terms and conditions negotiated with the service provider.
62. **The Service Provider**, anchor NGO/firm in consortium with field NGOs, will be selected through a transparent selection process. The service provider will conceptualize the implementation plan, provide technical support, manage CDS implementation and develop micro plans for 24 wards of 8 VDCs and a municipality in the PA. The service provider will also network with national, district, VDCs and other local governance structures for effective implementation of the CDS. Anchor NGO/firm will provide guidelines, tools and training manuals to effectively deliver the various project assignments. The service provider will internally monitor the activities undertaken by the field NGOs and report to THL on periodic basis. Moreover, the service provider will engage themselves to build the capacity of THL and CBOs for effective management, implementation and continuity of the community development activities. The anchor NGO will also manage the funds allocated by THL for the community development activities. The field NGOs will facilitate the formation of the community-based groups, provide necessary facilitation and training to strengthen their operations and empower them under the supervision of the anchor NGO/firm.

63. Table 6 below highlights the roles and responsibilities of the key development persons in program implementation and coordination.

<table>
<thead>
<tr>
<th>Partner</th>
<th>Position</th>
<th>Indicative Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>THL</strong></td>
<td>Board of Directors</td>
<td>● Policy decisions and directions.</td>
</tr>
</tbody>
</table>
| | Managing Director | ● Strategic guidance to CDS activities and coordination with the Board.  
● Reporting and communicating to funding agency.  
● Selection of Service Provider.  
● Approval of fund disbursal for Service Provider periodically. |
| | Project manager (Project Supervision) | ● Guide the THL team.  
● Support in Selection of Service Provider.  
● Communication with other government agencies and departments.  
● Key decision making.  
● Reviewing and evaluating the effectiveness of the CDS program.  
● Fund management. |
| | ED/VP ESMU | ● Plan and undertake program / activities directed at building up of corporate image, organizing press and key stakeholder visits to the project site.  
● Review CDS implementation. |
| | Social Safeguard Officer(s) | ● Coordinate with Anchor NGO/Firm and ensure the effective implementation of the activities.  
● Monitor and evaluate the work performed by service providers. |
| **Service provider:** Anchor NGO/Firm | Project Manager (CDS) | ● Manage the project for 6 years with active collaboration and involvement of all key stakeholders.  
● Manage the internal team to meet quality of project deliverables in a time bound manner.  
● Manage the Field level NGOs, government functionaries and THL.  
● Develop and sustain linkages with government departments, functionaries and THL. |
| | Social Development and gender expert (Assistant Project Coordinator) | ● Provide Support to PC in managing the team and the deliverables.  
● Develop the plan for gender inclusion in the CDS interventions.  
● Develop and review the capacity building plan of the project.  
● Monitor the work of the Field NGOs in relevant areas. |
### Partner | Position | Indicative Roles and Responsibilities
---|---|---
Education expert | ● Facilitate the development activities in the education sector through the field NGOs.  
● Manage the outcome relevant to the sector across all partners.  
● Manage the operations of one NGO related to CDS.

Health, water and sanitation experts | ● Facilitate the development activities in the health, water and sanitation through the Field NGOs.  
● Manage the outcome relevant to the sector across all partners.  
● Manage the operations of one NGO related to CDS.

Livelihood and enterprise development experts | ● Facilitate the development activities in agriculture, livelihood diversification and skill development through the Field NGOs.  
● Link beneficiaries with related institutions and markets  
● Manage the outcome relevant to the sector across all partners.  
● Manage the operations of one NGO related to CDS.

Monitoring and evaluation expert | ● Develop the M&E framework for entire project and appropriately develop a system to monitor the outputs of the projects.  
● Support the partners to effectively manage their information and accordingly report.  
● Prepare a dashboard for reference of THL and key project partners.

**Service provider:** (Field NGO)  
Field Coordinator(s) | ● Manage the implementation of community-based projects.  
● Develop the collaboration and linkage with key stakeholders.  
● Monitor and report the progress as scheduled.

Assistant field coordinator(s) | ● Support the field coordinator to implement the assignment at the ward and VDC level.  
● Facilitate the community based planning, monitoring and capacity building of the same.

Community mobilizers | ● Mobilize community and implement the project across 0 to 200 households.  
● Work closely with all stakeholders and initiate a planning process at all stages.

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### X. IMPLEMENTATION PLAN

64. The CDS will be implemented over 6 years, during the preparation and construction of the Project. The CDS activities will be undertaken in 4 key phases. The initial 3 phases will involve the implementation of community development activities through the service provider, which will be a consortium comprised of an anchor NGO/firm and field NGOs. The fourth phase will focus on institutionalizing the CDS activities in the Project. Continuity of successful CDS activities may be considered by the developer at the time of implementation of benefit sharing schemes, which are to be funded by royalty payments generated once the project becomes operational and begins generating profits.

(1) Phase I: 0th to 1st year

65. The CDS implementation will begin in the pre-construction phase of the Project. This phase will identify the key project partners at the project management and the community level, map beneficiaries, and establish all baselines, inventories, priorities and needs of peoples. This phase should ensure the selection of an anchor NGO/firm and the field NGO and the establishment of initial contact with the community. Baseline should be completed during the 1st year of operation.
(2) Phase II: 2nd to 5th year

66. In this phase of operation the field NGOs based on support and engagement of the community groups will engage into planning exercise of the community development initiatives spanning over 6 years of construction period. The CDP shall be finalized by the anchor NGO/firm, in consultation with THL and the funding agency, during the 2nd year of implementation. The formation of monitoring groups and the framework of monitoring and evaluation should also be completed within the 1st year of this phase, to be continued on a semi-annual and annual basis until the end of the CDP period. The anchor NGO/firm and field NGOs should also establish the grievance redressal mechanism, during the 2nd year of implementation. After establishing the support system by the end of 2nd year, the actual implementation of development activities will commence during this period. The key activities will include directly working with beneficiaries for training and capacity building and service delivery. It will focus on ensuring that all stakeholders work together to empower the community and facilitate inclusive development. The planning, monitoring and review will remain a critical activity in this phase as it will also coincide with the intense project construction phase. One of the major areas of its operation will be to strengthen the community network and protect it from any adverse effects because of construction. The midterm evaluation will be held in year 3 and year 5 to assess the achievements of the program areas and if these are still consistent with the needs and wishes of local communities/beneficiaries. Where programs are not functional or efficient, these will be refocused and scoped (including budget) to improve efficiency and results.

(3) Phase III: 6th year

67. This being the final phase of the project implementation will focus on handing over the responsibility of sustained development to the communities under the direct guidance of THL. This phase will require the anchor NGO/firm and the field NGOs to consolidate their learning and share it with THL (and the lenders), both in person and in writing. It will include preparation of guidelines and manuals for taking the community development process forward. The impact evaluation of the project will also be conducted at the last phase to objectively assess the areas of successes and failures with regard to the envisaged outcomes of the project. The findings of the evaluation, the capacity building of THL and the knowledge related documents for the CDP implementation will enable the THL to continue its supportive role in facilitating the community development.

(4) Phase IV: 7th year onwards

68. The development activities over the initial 6 years should build the capacity of the community groups and THL to continue the same in a sustainable manner. The project’s royalty ploughed back to the community and contribution from THL, if any, should be effectively utilized to meaningfully deploy the interventions required for the well being of the community. The linkages established with the government agencies, during the project construction period, should be leveraged by the community and THL to ensure the successful implementation of the planned activities for sustainable development.

69. Table 7 below highlights the key milestones to be attained during various phases of implementation of the CDS.

<table>
<thead>
<tr>
<th>Milestones</th>
<th>Phase</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selection of Anchor NGO</td>
<td>I</td>
<td>THL</td>
</tr>
<tr>
<td>Selection of Field NGOs (community mobilizers)</td>
<td>I</td>
<td>THL, Anchor NGO</td>
</tr>
<tr>
<td>Event</td>
<td>Responsible Party</td>
<td></td>
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<tr>
<td>----------------------------------------------------------------------</td>
<td>----------------------------</td>
<td></td>
</tr>
<tr>
<td>Baseline analysis, needs assessments, participatory consultations</td>
<td>Anchor NGO, Field NGO</td>
<td></td>
</tr>
<tr>
<td>and inventories of/in the PA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establishment of initial contact with community</td>
<td>Field NGO</td>
<td></td>
</tr>
<tr>
<td>Finalization of Community Development Plan</td>
<td>THL, Anchor NGO</td>
<td></td>
</tr>
<tr>
<td>Formation of Community Based Organisations</td>
<td>Field NGO</td>
<td></td>
</tr>
<tr>
<td>Finalization of Monitoring &amp; Evaluation plan</td>
<td>THL, Anchor NGO</td>
<td></td>
</tr>
<tr>
<td>Establishment of Grievance Redressal Mechanism</td>
<td>Anchor NGO, Field NGO</td>
<td></td>
</tr>
<tr>
<td>Identification of direct beneficiaries</td>
<td>Field NGO</td>
<td></td>
</tr>
<tr>
<td>Midterm Evaluation</td>
<td>THL</td>
<td></td>
</tr>
<tr>
<td>Preparation of Guidelines &amp; Manuals</td>
<td>Anchor NGO</td>
<td></td>
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<tr>
<td>Impact evaluation of the project</td>
<td>THL</td>
<td></td>
</tr>
<tr>
<td>Transition of CDS activities to THL</td>
<td>THL, Anchor NGO</td>
<td></td>
</tr>
</tbody>
</table>

### XI. MONITORING AND EVALUATION

70. A monitoring and evaluation plan has been designed to ensure that the project is effectively implemented to achieve its goal within the 6 years of implementation. The monitoring and evaluation framework can be designed on the results based or logical framework. Indicators are defined for each portion of the PA to measure the success of their outcome.

A. Supervision and continuous Monitoring

71. The service provider, anchor NGO/firm will regularly supervise the implementation of the programs to ensure the quality and effectiveness of the activities undertaken by them. They will collate qualitative and quantitative information to monitor progress with respect to the baseline which will form input for a management information system (MIS) to be generated by the anchor NGO/firm. The baseline shall be developed through a participatory approach to understand the existing status of the community. The field NGOs interventions and operations will be supported and monitored by the anchor NGO/firm based on a structured monitoring plan developed at the initiation of the project in an accepted framework. THL will further monitor the overall activities of the CDS/CDP and the anchor NGO/firm.

72. The following mechanisms will be adopted to monitor the program on a regular basis.

- **MIS:** A comprehensive project MIS capturing all qualitative and quantitative information will be generated by the anchor NGO/firm during project implementation. The field NGOs will prepare and compile the primary module of data entry and analysis. THL will access the project dashboard on a periodic basis.

- **Reporting:** Reports will be generated periodically on a format already agreed in the implementation plan, CDP. The field NGOs will prepare a monthly report based on the micro level field activities. A more holistic report on outputs achieved across the key components, challenges and way ahead will be generated on six monthly and annual basis. The Anchor NGO / Firm will provide a six monthly and annual report to THL representing the overall achievement against the agreed outputs and outcomes.

- **Review meetings and field visits:** Review meetings between THL and anchor NGO/firm will be organized every quarter to discuss the progress of the project and identify the issues and challenges emerging during project implementation. THL will use the dashboard for effective decision-making. Moreover, monthly meetings will be organised between the anchor NGO/firm and field NGOs to continuously monitor the progress in the field. The anchor NGO/firm will organise field visits to the various VDCs...
to assess the status of implementation on ground and also secure feedback from the community.

B. Evaluation

73. The overall achievement of the project will be evaluated through periodic comparison of the progress against the outcomes/impacts envisaged for the program. This will be done in various phases with support of qualified external agencies. The evaluations will range from structured scientific research to in-depth qualitative analysis. THL will engage professionals to undertake the mid-term and impact evaluation.

- **Baseline evaluation**: A detailed structured study of the cultural and socioeconomic situation of the target area will be conducted at the beginning of the Project.
- **Mid-term evaluation**: Midterm evaluation will be designed to assess the progress of the project in a holistic manner. The evaluation will be performed during the 3rd year and the results will be utilized to identify the key success areas and shortfalls of the project implementation. The exercise will enable THL to make strategic changes in the project implementation process.
- **Impact evaluation**: Impact evaluation will be planned by THL to evaluate the impact of the program on certain specific program areas of the project viz. women, livelihood options undertaken, and empowerment of community-based groups etc. These evaluations can be undertaken periodically from the 3rd year (mid term) and on completion of 6th year (end line impact evaluation) of the project implementation.

74. The list of sample indicators, to measure the outcome of various program areas, are enumerated in Table 8 below. These shall be revised, as necessary, by the anchor NGO/firm at the time of project conception and implementation to ensure that they are still relevant and include quantitative indicators based on the planned approach.
<table>
<thead>
<tr>
<th>Program Areas</th>
<th>Outcome</th>
<th>Indicators of success (Indicative)</th>
<th>Instruments and tools</th>
<th>Responsibility</th>
</tr>
</thead>
</table>
| Multi-sector | Community empowered to undertake responsibility of their development | - Increase of access to various services (health, education etc) in the project area  
- Percentage of men and women from PA engaged in local governance (ward level committee, VDCs, School committees etc)  
- Percentage increase in the number of men and women exercising their democratic rights (voting). | End line/ Impact evaluation                                                            | Anchor firm/ NGO                  |
| Multi-sector | Improvement in overall socio-economic status of HHs | - Percentage increase in literacy rate by education levels (primary, secondary and higher education) amongst men, women and socially excluded groups  
- Decrease in IMR and MMR in the PA  
- Percentage increase in number of families having access to permanent functional toilets and drinking water  
- Percentage increase in per capita income in the PA (gender and social groups segregated) | End line/ Impact evaluation                                                            | Anchor firm/ NGO                  |
| Specific outcomes | |                                                                 |                                                                                       |                                 |
| Education    | Increase in access and retention of students in school and pre-school education | - Percentage increase in enrolment of children below 5 years in CDC (boys, girls and social groups)  
- Percentage increase in enrolment and retention of students (boys, girls and social groups) across various levels of lower and upper secondary schools  
- Percentage decrease in drop out of students (boys, girls and social groups) in lower and upper secondary schools | Project MIS  
Project Reports  
(Information collected periodically by field NGOs from the target area HHs) | Field NGO along with local CBOs                                                          |
| Health       | Improvement in the health status of the community | - Percentage increase of women having access to pre-natal counselling and check up  
- Percentage increase in complete immunisation of children below 5 years  
- Percentage increase in number of people (men, women & social groups) availing institutional health care facilities  
- Percentage increase in number of people undertaking the VCTC test for HIV (men, women and social groups)  
- Percentage decrease in incidence of water borne diseases (men, women and social groups)  
- Number of women trained as peer health educator | Same as above                                                                          | Field NGO along with local CBOs                                                          |
<table>
<thead>
<tr>
<th>Program Areas</th>
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<th>Indicators of success (Indicative)</th>
<th>Instruments and tools</th>
<th>Responsibility</th>
</tr>
</thead>
</table>
| Project focussed local economic development and livelihood promotion | Increase in options for livelihood generation and income of people in project areas. | - Number of people certified in project specific trades across various age groups, gender and social groups  
- Number of people from PA in project specific recruitment of labour force across various age groups, gender and social groups  
- Increase in the number of micro enterprises (services) in the project area across various age groups, gender and social groups  
- Number of people trained to develop micro enterprises in the project area across age groups, gender and social groups  
- Increase in the rate of employment in the 18+ age group across men, women & social groups (project and non project)  
- Percentage increase in income of households through non-farm sources  
- Increase in non-farm income as a percentage of total income  
- Percentage increase in the amount of institutional borrowing for each household | Mid-term evaluation/ End line/ Impact Evaluation/ Project MIS | Field NGO along with local CBOs |
| Livelihood support through farm and forest related activities | Improvement in productivity and income from livestock and forest resources | - Percentage increase in average crop yield, production and cropping intensity  
- Number of people trained in forest resource regeneration, agriculture extension and livestock maintenance  
- Percentage increase in the productivity of the livestock  
- Number of demonstration farms created in the project area  
- Percentage increase in household income through forest resources in the project area | Mid-term evaluation/ End line/ Impact Evaluation/ Project MIS | Field NGO along with local CBOs |
| Gender Development | Improvement in Status of women and girls | - Percentage increase of girls’ enrolment in (primary and secondary education)  
- Increase in percentage of women among skilled work force  
- Percentage increase of women having operational bank accounts  
- No. of cases of violence against women, child marriage and abuse of girls reported in local Police Stations  
- Increase in percentage of women attending Ward level meetings  
- Increase in percentage of women having membership in various groups (Women's Groups, SHGs, Ward level/VDC level committees) | Mid-term evaluation/ End line/ Impact Evaluation/ Gender specific studies/Project MIS | Field NGO along with local CBOs |
<table>
<thead>
<tr>
<th>Program Areas</th>
<th>Outcome</th>
<th>Indicators of success (Indicative)</th>
<th>Instruments and tools</th>
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</tr>
</thead>
</table>
| Inclusion of Socially excluded and other vulnerable groups | Inclusion of socially excluded groups in community development | - Percentage increase of membership from socially excluded groups (dalit, janjati, disabled) in various community based groups  
- Increase in no. of members from socially excluded groups in various ward/ VDC level committees | Mid-term evaluation/ End line/ Impact Evaluation /Inclusion specific studies/Project MIS | Field NGO along with local CBOs             |

### XII. BUDGET

75. The total program cost is $2,300,000 and the consulting services are $1,000,000. The total allocation for CDS is $3,300,000. The detailed budget is enclosed. Please note the cost estimates given are indicative and may change during project planning and implementation stage.

**A. Fund Flow**

76. As per ADB guidelines, the fund-flow mechanism will ensure that fund utilization is transparent, in order, and subject to adequate auditing. THL will manage the program cost and will abide with ADB procedural requirements.

**B. Audit**

77. THL will be responsible for internal financial audit for fund utilization by the service provider. An externally appointed auditor by THL will conduct selective audits of the program activities and audit of the overall program. The audit report including such activities should be submitted to ADB.