

Draft

**PROJECT FOR AGRICULTURE COMMERCIALISATION AND
TRADE (PACT)**

SOCIAL POLICIES AND STRATEGIES OF PACT

Government of Nepal
Ministry of Agriculture and Cooperatives
Project for Agriculture Commercialisation and Trade
Singhdurbar, Kathmandu Nepal

20 June 2008

7.5 Social Policies and Strategies of PACT

7.5.1 Land Acquisition and Resettlement and Rehabilitation Concern

Activities related to rural infrastructures and market development such as link road rehabilitation or construction, agriculture markets, storage facilities, small irrigations facilities, cold stores/chillers and warehouses would require land acquisition. This would affect the concerned families losing their prime farmland and assets on land and that may cause displacement of families. Some examples of project impacts requiring rehabilitation and resettlement are given in Table 7.10.

Table 7.10: Project Impacts requiring Resettlement and Rehabilitation Support

| | |
|--|---|
| Subproject activities | Land Acquisition |
| A. Rural and market infrastructures | |
| Types of Impacts | Land acquisition; loss of farmland and immovable asset on land; displacement of families. |
| Extent of impacts | Site specific; long-term duration; low in magnitude. Each agriculture market facility will require about 2-3ha of land, while a 6-meter wide link road with an additional 6m Right-of-Way will require 1.2ha of land per 1km for road construction. It is envisaged that at the maximum about 10-12 market centres and about 200km link roads would be developed in the PACT project area. Altogether about 260ha of land would need to be acquired for developing such productive rural infrastructure |
| Categories of Affected Persons | PAF and SPAF ^{1/} |
| Resettlement & Rehabilitation Support | Compensation at replacement cost, land if available; relocation, resettlement; rehabilitation to support income |
| B. Collective productive infrastructures | |
| Types of Impacts | Land acquisition |
| Extent of impacts | Site specific; short-term duration; very low in magnitude. Shallow tube wells developed in farmers plot or rehabilitation of small-scale surface irrigation, drip or sprinkler irrigation will not require land acquisition; however, development of small surface irrigation would require some land, about 0.1ha per km long of small-scale irrigational canal – not significant loss of land |
| Categories of Affected Persons | PAF |
| Resettlement & Rehabilitation Support | Land improvement |
| C. Agribusiness development infrastructures | |
| Types of Impacts | Land use change from farmland to infrastructure |
| Extent of impacts | Site specific; short-term duration; very low in magnitude. Land acquisition for agro-processing infrastructures would be site specific; negotiated with landowners at market price. |
| Categories of Affected Persons | PAF |
| Resettlement & Rehabilitation Support | None |

^{1/} PAF = Project affected families, households or public or private institutions, losing part of their land which does not affect their much their livelihood from the land lost to the project.

SPAF = Seriously project affected family, households or public or private institutions, losing land such that there is a permanent loss of 25% or more of total land or income.

7.5.2 Resettlement and Rehabilitation Policy Framework

A Resettlement and Rehabilitation policy framework has been devised as per the World Bank policy guidelines in an attempt to minimize and/ or mitigate potential adverse social impacts. The framework has defined different groups of potentially affected people with varied eligibility criteria. These constitute Project Affected People (PAP), Project Affected Families (PAFs), Significantly Project Affected Families (SPAFs), marginal farmers, displaced families, squatters, encroachers, and vulnerable groups. Based on the eligibility criteria and type of losses, the affected families / people will be provided compensation as well as resettlement and rehabilitation assistances. An entitlement policy matrix to this effect has been developed as safeguard measures to mitigate the losses by types of categories of affected people viz owners, tenants, encroachers, squatters, communities etc.

i) Policy Guiding Principles

The guiding principles according to World Bank Policy on involuntary land acquisition recognizes lost assets or income as fundamental right of all project affected persons and that physically displaced people must be relocated with basic amenities like school, health posts etc. Likewise all affected persons or entrepreneur or institution should be assisted to restore at least their pre -project income and livelihood sources.

Absence of legal title to land should not be a bar for compensation, resettlement, and rehabilitation assistance. Vulnerable groups such as indigenous people, Dalits, women-headed households, and senior citizens should be entitled to special benefit package in addition to compensation and resettlement.

Avoid or minimize involuntary resettlement where feasible, explore all visible alternative arrangements. Where resettlement is unavoidable provide compensation along with rehabilitation assistances.

ii) Resettlement Policy

The guiding resettlement policies and strategies for PACT are as follows:

- The resettlement plan should ensure that the seriously project affected people (SPAP) are at least as well off, if not better off than they would have been without the subproject. The affected people as a minimum should be able to maintain and if possible even improve their living.
- Develop exclusive mechanism to protect indigenous peoples, socially depressed and economically vulnerable people like ethnic minorities, women-headed households, and marginal farmers.
- The affected people should be entitled for compensation for their lost assets. They should be paid a replacement cost as agreed between PAF and subproject beneficiaries. In general, the compensation rate would be based on valuation done by the district land acquisition committee presided by CDO at market price and /or negotiations reached between the parties and witnessed by a third party. VDC officials or District Agriculture Office can be requested to assume the role of witness as a third party. Compensation for loss of perennial crops and trees should be calculated as annual net product value multiplied by number of years for new crop to start producing
- Ensure resettlement activities as a participatory process by informed participation and frequent consultation with the SPAP. Provide assistance to SPAF regardless of their ownership as title holders or non holders. Likewise assist the displaced people to reinstate their livelihood and income generating activities.
- If possible provide “land for land” particularly to the vulnerable groups. Similarly the relocation should be as close to the previous land/house as possible.

- The agreement should ensure that ownership of the compensated land, property is transferred to the community or the subprojects beneficiary.
- The Resettlement Plan Framework shall be implemented in consultation with and participation of the affected people. Subproject structures will only start when full compensation to SPAP for their asset is paid.
- If affected land is under tenancy, both the landowners and tenants as affected people will be bona fide for entitlements and compensation. Rehabilitation measures for restoration of the livelihood of SPAP will be devised under the subproject.
- The affected people losing assets due to the subproject will be given priority in employment during project construction works.
- Project Resettlement Plan will be translated into Nepali and made available at the local Project Office for reference. It can be accessed by any body of the community as and when needed.
- If an agreement on compensation can not be reached to the satisfaction of affected people and a stalemate is witnessed with no solution to the problem the subproject will be dropped.
- A Subproject Implementation Plan (SIP) must include all the cost of resettlement and other social development activities. Likewise annual allocation if required is to be included in the yearly budget of the subproject.
- Establishment of a functional mechanism of soliciting and resolving the grievances of the affected people.

iii) Eligibility Criteria

The following groups of people are entitled to compensation and assistance under the project:

Project Affected People (PAP) includes any populace, households regardless of their ownership status as encroachers / squatters etc that will face their living adversely affected; and/or lose their right or title on land, house, habitat, water resources or any other asset possessed, due to the subproject implementation.

Project Affected Families (PAFs). All members of a project affected household residing under one roof and operating as a single economic unit, who are adversely affected by the project or any of its components.

Significantly Project Affected Families (SPAFs). The affected Families who lose 25% or more of their land or income or a residential house because of project intervention.

Marginal Farmer. Farm families having less than 2 Ropani (0.1 ha) of land in hills and 8 Kathas.(0.25 hectare) in the Terai

Displaced family: Any tenure holder and his family members, tenant, Government lessee or owner of property, who on account of acquisition of his/her land or other property for the project purpose, has been displaced from such land or property

Squatters. People who have occupied land violating the laws and are not entitled to compensation for *lost land* under this policy. But, if displaced they are entitled to resettlement assistance as well as compensation for loss of other assets except land.

Encroachers. People who have trespassed into public/private/community land to which they are not authorized.

Vulnerable Groups. Distinct groups of socially distressed people who might suffer disproportionately from the effects of resettlement. These may be ethnic minority/ indigenous groups, women headed households, the most poor (based on the poverty line), the disabled, elderly and landless/ families.

Entitlement Matrix

The entitlement matrix describes entitlement of affected households for their loss of land and assets on land and the responsible organisation (Table 7.11).

Table 7.11: Compensation Entitlement Matrix

| Loss Category | Affected households / Organization | Entitlement | Responsibility |
|--|--|--|---|
| Agricultural land | Landowner | <ul style="list-style-type: none"> ▪ Affected HH will be compensated as per the Land Acquisition Act. But since the compensation under this framework will have to be at replacement cost an additional allowance should be provided to cover the gap between market price and actual reparation given under the Land Act. ▪ Provision of land for those who become landless. | <p>Project Entity</p> <p>R & R Committee under the project with the help of local governance agency</p> |
| Agricultural crops, trees (perennial/annual crops) | Landowner, tenant | <ul style="list-style-type: none"> ▪ Allow harvesting of the crop, if possible. For this advance notice has to be given. ▪ Compensation as settled by agreement between users' organization and PAP or committee under District Administration. ▪ Rehabilitation support to non titleholders | <p>Local level Office of the Project</p> <p>Local level Project Office with NGOs engaged</p> |
| Occupied land (public land) | Encroachers squatters | <ul style="list-style-type: none"> ▪ Encroachers / squatters are not legally entitled for compensation. But they are entitled for resettlement assistance as vulnerable people to restore/ retain their livelihood. | Local level Project Office with local governance agency & NGOs |
| House or other property | Property owner Non-title holder (encroachers/squatters) | <ul style="list-style-type: none"> ▪ Compensation at replacement cost or as settled by users' organization and PAP or committee under District Administration Office. ▪ Non-title holders (squatters) will not be entitled to any compensation for their affected unauthorized/ illegal extensions over public land but will be provided cost compensation to the structures at replacement value without deduction of depreciation. ▪ Resettlement assistance to those most vulnerable groups to restore pre-displacement level livelihoods. | Local Project Office with local governance agency with support from District Administration Office |
| Loss of community building/structure (irrigation, drinking water, schools, temples, etc) | Local community | <ul style="list-style-type: none"> ▪ Re-establish or re-construct lost community resources, facilities like religious and cultural structures or provide alternatives in consultation with affected communities | Local Project Office |
| Business/Commercial establishment (shops, water mills & others) | Title holders | <ul style="list-style-type: none"> ▪ Compensation for reestablishment/transition allowance in consultation with affected families | Project Office at the district level |
| Temporary losses | Title holders (Affected families) | <ul style="list-style-type: none"> ▪ Cash compensation/transition allowance | Project Office at the district level |

7.5.3 Framework for Resettlement Action Plans

An outline framework of a subproject level Resettlement Action Plan (RAP) is prepared consistent with the World Bank Involuntary Resettlement Policy (OP 4.12) in order to enable the project to prepare and implement RAPs at subproject levels when more details about the project components and affected families are known. The subproject as far as possible will consider alternative designs in order to avoid land acquisition and minimize adverse social impacts. But where social screening indicates that land acquisition and/or loss of assets are unavoidable, a subproject Resettlement Action Plan will be prepared.

a) Identification of Project Components Triggering Resettlement and Rehabilitation (R&R)

At the outset the different components of Project that triggers or are likely to spark off the issues of land acquisition, displacements, resettlement and rehabilitation have to be identified. Activities related to productive rural and market infrastructures such as link road rehabilitation or construction, agriculture markets, and collective economic infrastructures such as storage facilities, small irrigations facilities and collection centres would require R & R

To address resettlement and rehabilitation issues, first the description of Subprojects and their components has to be listed. Thereafter the components that trigger land and other property acquisition, displacement/ resettlement/ rehabilitation will be identified.

The land loss may be agricultural land or even standing crops owned/used by the landowners or non-title holders like sharecroppers / tenants / encroachers. Yet another loss could be demolition of structures like houses/cowsheds etc used by the people with or without legal rights. Finally the subproject may also affect adversely to the access to common property/resources like water, forests etc.

b) Resettlement Action Plan Preparation

All candidate Subprojects are to be critically assessed, for their likely adverse impacts, during the entire process of project cycle starting from identification, planning to implementation and M&E stage. In the identification stage if resettlement issues are triggered, categorical efforts have to be made in order to find out *what* are the precise losses, *who* are adversely affected i.e. affected people, households, their characteristics (women, ethnic minority, indigenous people, DAG etc), the magnitude of effect and *how* the adverse effects will be mitigated. Each subproject will have to prepare a RAP based on the likely impacts and the PAP should be involved during the RAP preparation.

As far as possible the *resettlement and relocation action plan* has to persuade voluntary relocation and should be coherent with the proposed Resettlement Framework. The Plan should include provisions for census or total enumeration of affected people, HH, baseline socio- economic survey, detailed compensation arrangements and rates, policy and eligibility for entitlements, provision and identification of relocation sites and programs for restoration of livelihoods and detailed cost estimates. The RAP will also have a precise schedule for implementation of resettlement activities.

A Resettlement Action Plan will normally include the followings:

- Project and subproject description;
- Description of subproject losses and impacts;
- Baseline survey and census data;
- Policy entitlements related to impacts identified through the survey or census and presented in a subproject specific entitlement matrix;
- Time-bound implementation plan; and
- Costs and budgets.

The scope of property acquisition, identification of PAPs, mitigation measures, RAP implementation processes, grievance mechanism, community consultations and participation, financing for resettlement activities, capacity building and institutional arrangements of implementing RAP are described here.

i) Defining Scope of Acquisition

An initial work while preparing a resettlement plan would be to defining the magnitude of acquisition of assets viz. land, house or other property. This would essentially include information on subproject location, its target beneficiaries and benefiting population, area to be served and the proposed improvements. Thereafter the total land area to be occupied by the new or proposed infrastructures is to be calculated. This will help specify the land area to be acquired for the improvement or construction of the subproject. A next step would be to value the likely income or compute the yearly loss of income from this land. In addition if the proposed infrastructure development causes demolition of community level permanent structure or religious shrine they have to be valued accordingly. All these valuation together will constitute the replacement cost to be paid to the affected people or community.

ii) PAF Identification

At second stage the Project Affected Family (PAF) need to be categorically identified. By and large the target beneficiaries are in a better position to identify the people who are likely to be detrimentally affected by the subproject implementation. But in order to ascertain and pin down the actual number of such affected population an inclusive census of the PAF is required. This would pin point the total number of affected household and the population likely to be displaced. Likewise this will further indicate the proportion of assets such people would suffer the loss of owing to project intervention.

The sample survey on the other hand should be taken on with representation of a significant proportion of the total households. Particular attention has to be paid to rope in disadvantaged groups, women-headed households, Janjatis and Dalits. In the like manner a fair representation of male / females will also ensure an accuracy of information. Moreover the major occupation as well as supporting income of the affected people will have to be clearly identified. Similarly the land holding size of such people has to be ascertained with a view to classify them in stratum like project affected families or significantly affected families etc. Summary of the anticipated loss in the subproject is given a Dummy Table (Appendix 7.9)

One of the major outcomes of the survey should be discerning the status of tenants and their tenancy rights. If possible the survey should also calculate the likely yearly income from the lost assets and indicate whether such loss can be offset by the net income gains, or exemption of the household from their contribution obligation or mitigating measures provisioned under the subproject.

iii) Implementation Process

Implementation of Resettlement Plan will precede the other activities to be carried out under the subproject. As resettlement may prove a complex issue during implementation the streamlining of this activity adequately will pave the way for smooth implementation of other subproject components. The project will provide notification and assistance to affected people with sufficient timing so that they are able to move without undue hardship before the commencement of project works.

For land acquisition, the project will follow the provisions of the Land Acquisition Act, and the RPF. The subproject RAP after its approval will be translated into Nepali language and made available in a public places accessible to affected people and other stakeholders. The project will not start works on any subproject sites before compensation and assistance to the affected population have been provided in accordance with the RPF.

iv) Grievance Mechanism

A subproject seeking approval will ordinarily require resettlement plan. Such plan will have to be crafted in consultation with the community and PAP. A flyer outlining the entitlement criteria in Nepali would prove meaningful in wider circulation of information in the community. Besides, an agreement between users' committee and the affected people can be signed and verified by a third party to ensure smooth construction of project edifices. All these documents prepared in Nepali will be made available at the disposal of users' committee and Project office for reference.

A grievance mechanism will be established at subproject level. A Complaint Resolution Committee under the chairmanship of VDC will be formed. The committee will consist of representatives from affected people, Users' Group, local NGO and the Project. Any complaint can be submitted to the committee. The committee after field confirmation of the grievances will facilitate the project and concerned parties to hammer out an amicable solution. The project will try to resolve the issues at sub project level and for this it may seek assistance from resettlement experts, facilitators, NGO and community leaders.

v) Community Consultation /Participation

Consultation is a process by which the likely or potential beneficiary of a proposed project can be persuaded to participate in the process of making decisions affecting them. It is a feedback or grievance mechanism that enables the affected or likely to be affected people to appraise the project authority regarding their concerns, reservation or approval of the proposed intervention. Consultation with affected person/s and community is a precondition to prepare plan for mitigation measures. The development of social impact management strategies is premised on community consultation and participation during the entire stages of the subproject from identification to implementation. Such consultations should take place with the stakeholders like project affected people, local beneficiary community, representatives of Village Development Committee (VDC), land revenue officials, Chief District Officer, project officials, NGOs, and advocacy groups etc. Key objectives of stakeholder consultation and participation during the project cycle are:

- Pre-Planning – Put Project related information across the larger segment of beneficiaries at grass root level. Disseminate information on proposed interventions and to identify impacts and issues.
- Planning – Design sharing and design improvement, obtain concurrence and consultations for devising mitigation measures for adverse impacts.
- Implementation – Improvements in implementation and regular monitoring for impacts.
- Post Implementation – monitoring of post implementation benefits and lessons.

vi) Financing for Resettlement Activities

All resettlement activities will be funded through the PACT and under the supervision of MOAC project coordination unit. Subprojects RAP's shall be prepared during the planning and design phase. The detailed resettlement cost estimate has to be prepared based on the mitigation measures proposed and it will make an integral part of the subproject cost.

vii) Guidelines for Implementing RAP

Despite the provision for compensation to affected people under the project there is all the likelihood of squandering of such payment. Moreover, apart from the payment the PAP may also need to be rehabilitated and re-established. So the project needs to take on mitigating measures; and consultation with the affected community is a must to plan for such measures. Local community, the project affected people, local government like VDC, other local administration and civic societies should be frequently consulted. The project therefore apart from compensation, will employ following measures for the rehabilitation of affected people and disadvantaged groups;

- Information campaign on project objectives, likely benefits & impact, acquisition, valuation, compensation, eligibility for resettlement etc at the community level.

- Counselling, guidance and advice to affected people on loss of livelihood, alternative opportunities etc.
- The project will adopt a process of mutual concurrence for the eviction of encroachers / squatters from public land. For this the project will encourage voluntary relocation and resettlement.
- Guidance on the management of compensation money.
- Provision of agricultural support and livelihood enhancement activities for the affected people. The project will accord the PAP priority in its income generating activities. Likewise such people and households will have priority in employment opportunities created by the project.
- The project will conduct skills development training programs to reinstate and promote livelihood of the project affected people.

viii) Capacity Building

LGIs like VDC, DDC and Project staff, particularly to be located at the field level will primarily need sensitization training. Special training on identification of adverse social impacts, their mitigation process and procedures and monitoring of social impacts are the key areas wherein the said actors will have to be trained. Training needs assessment in order to identify capacity gaps will have to be conducted and appropriate training programs to address the gaps will be designed and delivered accordingly. Capacity building and strengthening training programs will be conducted during the early phase of project implementation.

ix) Implementation and Institutional Responsibilities

At the local level, Branch Secretariat Office (BSO) of RCAA and NCAA Secretariat will be the main responsible organisation in the Resettlement Action Plan (RAP) preparation. The proponent could get assistance from SPIs to prepare RAP. While NCAA Secretariat and National Project Management Team (NPMT) will be responsible for preparing RAP related to agro-processing and marketing subprojects. RAP will be a part of Environment Management Action Plan for subprojects requiring IEE or EIA.

The NPMT will deal with land acquisition and R & R issues requiring attention at the central level. While the BSO of RCAA will supervise the activities at the district level. A Specialist (experienced in resettlement planning and management) will be hired for each region under the team of consultants who will supervise refining and implementing the resettlement plan. SPIs will be given orientation on compensation, resettlement and rehabilitation and they would facilitate preparation and implementation of Resettlement and Rehabilitation Plan.

7.5.4 Indigenous People Development Plan

Generally, indigenous people and *Dalits* by their status are poorest segments of the population and are more susceptible for suffering due to project activities and changes in their environment. Many of these people also include vulnerable groups such as marginal farmers, landless, women and *Dalits* who will require different types of support in the form of technical backstopping to help them cope with their vulnerability and threats.

7.5.4.1 Indigenous People and Dalits in Nepal

Indigenous peoples are groups having distinct identity in terms of their culture, language and social association from the prevalent dominant society that makes them vulnerable to being disadvantaged in the development process. Similar is the case with socially deprived Dalit communities and other vulnerable ethnic, caste and religious minorities. Characteristically, indigenous people and Dalits are the poorest segments of the population and are frequently susceptible to changes that are normally promised by the development processes. Visibly, the indigenous ethnic groups together and Dalits make 36.4% and 12.6% of the country's population respectively.

GON has enlisted 18 indigenous ethnic groups living in mountain regions, 24 in hill region, 6 in inner Tarai, and 11 in Tarai region (Appendix 7.10). These ethnic groups, based on their vulnerability, have been further catalogued under the following five groupings:

1. **Groups towards extinction:** Kusunda, Bankariya, Raute, Surel, Lepcha, Meche ethnic community
2. **Ultra Marginalized:** Majhi, Siyar, Lhomi, Dhanuk, Chepang, Satar Jhangad, Bote Danuwar ethnic community
3. **Marginalized:** Sunuwar, Tharu, Tamang, Bhujel, Kumal, Rajbanshi, Dhimal, Bhote, Darai, Tajpuriya, Dura ethnic community
4. **Disadvantaged:** Gurung, Magar, Rai, Limbu, Rawe, Marphali, Shrepa, Yakkha, Chantyal, Jirel, Hyolmo ethnic community
5. **Advantaged Group:** Newar and Thakali ethnic community

a) Major Issues

Social Exclusion

Despite constitutional guarantee for “basic human rights to every citizen of Nepal” social exclusion based on caste and ethnicity upholds. The representation of the underprivileged communities in decision-making bodies is not adequate. Nepalese societal structure is largely exclusionary in terms of caste and ethnicity, and social divide of people based on their occupation and or power access can be said equally true both at national as well as local levels. Social institutions with quite stringent hierarchical structure have resulted into *social exclusion* of various caste/ethnic groups and indigenous communities from the mainstream.

Low Level of Involvement in Decision-making

The survey findings from the selected areas of 11 districts make it clear that the indigenous people and Dalits living in minorities in mixed society are less participated in various community based organisations or development-based groups or associations, and in most cases they are not in the decision-making bodies. They are seldom involved in planning and monitoring the activities at rural level. Gender discrimination and inequality is far and wide among Dalits living in Tarai districts; in Sarlahi district the discrimination was found much grave.

Low level of Involvement in Development Activities

Indigenous people other than the advantaged group (e.g. Newar and Thakali) and Dalits are largely illiterate, lack economic awareness, and are generally poor mainly due to much less farmland asset, subsistence-oriented farming practices, and low level of adoption for improved technology and materials; they practice age old occupation. The survey results indicate very low level of development programme being implemented in indigenous and Dalit communities, and thus the benefits derived from the currently implemented development projects where Dalits and indigenous people are in minority are minimal to non-existence. Lack of education and skills make the indigenous people and Dalits more prone to unemployment.

7.5.4.2 Framework for Indigenous People Development Plan

The Indigenous People Development Plan (IPDP) devised here will adopt strategies geared towards inclusion, greater participation and involvement in commercial agriculture, capacity building along with specific measures either through direct project funds or from other sources.

A generic approach to redress inclusion and providing a minimal welfare safety net for innate or vulnerable people in PACT has been devised. Stakeholders' consultations and *social screening during the feasibility stage* of each subproject will identify the presence of vulnerable groups in subproject areas, impacts on these groups and types of skill training/income generating activities they view of having most value in providing economic and social uplift. The PACT will adopt the following strategies when the indigenous and Dalit people are the minority of direct project beneficiaries.

a) Inclusion

- The project will without much delay propose to commence exclusionary activities through social mobilization, group organizing, information, skills, technology and business opportunities that will allow them to pursue micro-enterprises, self-employment, or other opportunities in commercial agriculture.
- Ensure awareness raising, active participation and capacity enhancement of the various ethnic groups/minorities.
- The dominant culture of traditional social institutions tends to isolate the indigenous people. But meanwhile excessive preferential treatment may further isolate them from the mainstream of development. So an appropriate mix of safeguard as well as openness has to be worked out. One of the safeguards for the indigenous or vulnerable people will be allocation or arrangement of specific investment fund for these groups alone in the project.

b) Programme Planning

- Conduct a careful study and analysis of community groups and ethnic composition before an implementation strategy for an area is put together. A great deal of attention will be needed in areas wherein social complexity exists. Social assessment and analysis by social development professional will be carried out to address the social concerns of the subproject area. The social analysis will include identification of the key issues pertaining to livelihood restoration, build up and safeguard of indigenous people and address those issues through the project. Likewise the detailed vulnerability assessment of project affected groups/people and the indirect impacts of the project on livelihood will be also ascertained.
- Subproject identification survey following the potential beneficiary requests will be carried out by collection of social ethnic/caste population data. The submittal of requests will require being inclusive as well as participatory in its membership, and categorically manifest the caste / ethnic and gender composition of the operating farms.
- Subprojects submitted for approval would have a follow-up assessment by relevant Expert, particularly focusing on confirmation of social data, population size of the local ethnic groups and their representation. The project will ensure participation of indigenous people / ethnic groups in all activities, including training activities.
- Indigenous people possess Indigenous Knowledge. The indigenous people have been marked for their expertise / specialization in some of the profession / occupation that they had been carrying out for decades, as their family occupation. More pronounced are the Gurungs, Rais who raise lambs/ sheep for wool production while Majhis are good at cold water fishing. Such knowledge / skills have to be identified and built-in to the subproject implementation processes under PACT. The knowledge / skills will be identified during the subproject identification / selection and a subproject matching to the skills will be promoted.

c) Involvement in Commercial Agriculture

- Ensure adequate representation of the indigenous people /Dalits and their active involvement in commercial agricultural activities, increase their access to the resources to be endowed by the project, provision for sufficient opportunities to skills development, offer preferential treatment in the employment opportunities and involve representative institutions/advocacy organizations.

- A candidate subproject will be assessed on the basis of the susceptibility of diverse ethnic groups in the project contexts and will include appropriate mitigating measures to address such vulnerability. For this the need for precise but distinct plan to respond to needs of indigenous / vulnerable peoples will be ascertained.
- Launch project information campaign to inform the target groups about the key features of the project, subproject eligibility and selection criteria, beneficiary involvement and contribution and project implementation process. Professional support will be provided through DALO. SPIs and advocacy organizations. These organizations will also be engaged to design and facilitate an appropriate consultation and participation process.

d) Capacity Building

- Provide meticulously designed activities to address the capacity enhancement needs of indigenous and Dalit community. More often than not indigenous people / ethnic minorities can not endure the competition with their dominant culture groups who are better organized and have privileged education, skills etc. The indigenous people or their institutions, owing to lower or mediocre level of educational achievement fare poorly in their capacity.
- District agriculture and livestock office and service providers will be involved in mobilizing the indigenous people for group formation and strengthening. Likewise qualified members of local ethnic groups, including women will be engaged by the concerned agencies of PACT to undertake information dissemination works, preparing the beneficiary groups for project activities and contributory works.
- A systemic approach to organize and develop the users groups into a viable, well functioning organization will be followed during the subproject implementation. More precisely subproject implementation plan will be crafted for each subproject that will include social mobilization and information campaign, group formation and strengthening, organization building, training and skills upgrading, subproject implementation and monitoring and evaluation arrangements.
- The project will identify the leadership of indigenous people / ethnic groups in the subproject area conduct a series of interaction meetings and will encourage their representation in subproject related activities. Representation through spokesperson will be yet another modality that will be adopted to point out the local people’s interests.
- Indigenous peoples will need increased capacity with the necessary knowledge and skills to participate in the PACT activities. Economic marginalization of the indigenous people has been largely attributed to insufficient skills to benefit from the new investment.

The project would initiate pilot sub projects following a ‘trial-demonstration extension-adaptation - adoption’ strategy. A subproject implementation strategy for indigenous people is presented in Appendix 7.11 Figure 4. Branch Secretariat Office of RCAA, District Agriculture Office, District Livestock Office, Regional Office of MOAC, Secretariat Office of NCAA and National Project Management Team will be responsible in implementing IPDP. District Agriculture Office, District Livestock Office and SPIs will be involved in preparing IPDP for a subproject.

e) Specific Measures

Specific measures as the project strategies for indigenous peoples, Dalits and minor ethnic communities are given in Table 7.12. These measures have been grouped on priority basis, and the sources of funding either through project funds or other sources as well as responsible agencies to carry out the measures are highlighted.

Table 7.12: Specific Measures for Indigenous / Vulnerable People

| Proposed Strategies | Sources of Funding | Agencies Responsible |
|---|---------------------------|-----------------------------|
| A. Inclusion | | |
| Ensure awareness raising, active participation and capacity | | |

| | | |
|---|--|--|
| enhancement of the various ethnic groups/minorities. Commence inclusion activities through mass mobilisation and awareness campaign Group formation among indigenous people and Dalits for PACT programme implementation Ensure the members and executive members of farmers groups constituted from the ethnic minorities | Farmers organisation support grant | District Agriculture and Livestock Development |
| B. Programme Planning | | |
| Study and analysis of indigenous and Dalits in PACT subproject sites Preferential treatment and special support to indigenous people and Dalits to get involved in PACT subprojects Subproject identification preferable to Indigenous people and Dalits Involve IP and Dalits in beneficiary groups and increase their participation. Define training/income generation activities based on the identified needs and priorities of vulnerable people in the subproject area. | Farmers organisation support grant | District Agriculture and Livestock Development Office, SPIs |
| C. Involvement in Commercial Agriculture | | |
| Increase access to resources to carry our commercial agriculture Design information dissemination and outreach strategies targeted to vulnerable people. Ensure equal wages for similar work Launch project information campaign to inform the target groups about the key features of the project, sub project eligibility and selection criteria Consider issues raised by vulnerable groups. | GON: District fund and other agencies Agribusiness development fund | DALO, BSO of RCAA and other agencies Poverty Alleviation Programme DALO, BSO of RCAA |
| D. Capacity Building | | |
| Conduct project related meetings in IP's area to encourage participation of vulnerable groups. Ensure a quorum which includes representation from IP groups. Provide targeted assistance/training aimed at vulnerable groups to enhance livelihoods and participation in PACT subprojects Built in literacy campaign in the subproject Built up capacity of indigenous peoples and Dalits with the necessary knowledge and skills to participate in the PACT activities | PACT: Mobilisation Support Fund | DALO, BSO of RCAA, SPIs |

7.5.5 Gender Development Policy

7.5.5.1 Gender Issues and Past Initiatives

Women of Nepal are severely marginalized. Their socio-economic status remains at lowest ebb and the condition largely depressed. The dominant patriarchal social structure coupled with economic and legal factors are mainly *attributed to* for women's plight. These factors have been instrumental in restricting women's access to and control over assets or economic resources. Until lately the societal structure divided work based on gender limiting the women's role within the households.

Women are equally subjugated in the decision-making process. The hierarchical social structure has shaped an asymmetrical land ownership pattern and tenure system leaving women more disadvantaged

than men. This has played a deterrent role as only a handful of women have land ownership in their names. Consequently, women have no control over productive assets like land despite the fact that they significantly contribute to agriculture production system. Although, during consultation, some farmers conceded that farming decisions were made jointly, male member still dominate the decisions.

Efforts have been made to up- lift the status of women. Policy level efforts started during Sixth Plan (1980/81-1984/85) which adopted a policy of augmenting women’s participation in all programs and projects. The plan, recognized legal impediments to women’s economic empowerment. The Seventh Plan (1985-1990) had a policy of increasing productivity and capacity building of women, encouraging their participation at an equal footing with that of male. The Eighth Plan (1992/93-1996/97) emphasized the need for increased women's representation at decision-making levels in government, and other organisations. Likewise the Ninth and Tenth Plan focused on abolishing gender discrimination, eliminating all kinds of discrimination against women, gender mainstreaming, and equality and women empowerment.

The latest efforts to gender mainstreaming is reflected in the **Interim Constitution** (2007) of the country which promises, in its preamble, to solve the problems of caste / ethnicity, class, regional imbalance and gender issues. The constitution through its various clauses protects women from all kind of discriminations. While Clause 20 (1) assures *no discrimination* due to the gender difference, the Clause 13 ensures equality with provision for same wage for similar works. Likewise Clause 20 (4) provides for equal right to son and daughter on paternal property. In this year (2006) alone 16 discriminatory laws against women have been amended.

7.5.5.2 Framework for Gender Development Policy

In view of the critical gender issues that are widespread and profound in Nepalese society, the ESMF outlines the areas where women need specialized supports or assistances. Provisions are made whereby women's participation would be enhanced in the value chain of agriculture commercialization by creating gender responsive opportunities and activities.

The GDP framework spells out the specific issues linking with the corresponding strategies and activities which will be given due consideration in PACT. This will ensure women’s participation in the value chain in order to benefit from project activities. The suggested Gender Development Policy for PACT subprojects are described in Table 7.13. While selecting / screening subprojects the project will accord exclusive priority to an all women beneficiary request for subprojects. For other subproject requests also the requirement will be to have a minimum of one third women’s representation in the organized / registered agriculture commodity groups.

Table 7.13: Gender development strategy

| Gender issues | Strategy | Proposed activities | Responsibility |
|-----------------------|--|---|--|
| Lack of awareness | Social Mobilization of the community focusing on the women and vulnerable. | Formation of women groups around specific agriculture commodity. Encourage and Initiate savings and credit activities in the groups. | DALO, BSO with engagement of SPIs |
| Low Level of literacy | Support functional literacy campaign Devise agricultural extension programs as per needs of illiterates | Undertake literacy programs as built in activities Coordinate with literacy programmes Use audio-Visual aids for communication purpose. | NGO involved in literacy programs DALO, BSO, SPIs |

| | | | |
|---|--|---|--|
| | | Use tailor-made training programs for Illiterate women groups | |
| Denial of Opportunities and as a result low level of participation in decision making process | <p>Rapport building with Women Development Office at District, involve them in the Programme.</p> <p>Gender sensitization to all stakeholders including project entities</p> | <p>Carry out a series of meetings interactions with and orientation to women in the community.</p> <p>Conduct leadership training for women members of commodity groups.</p> <p>Arrange study and exposure visits to well functioning enterprising women groups / co-operatives involved in agriculture. (This will enable them to learn leadership traits, group functioning, resource mobilization strategy etc).</p> | <p>Project entity at the local level, NGOs, WDO at the District etc.</p> <p>DALO, BSO, ROM, SPIs</p> |
| Lack of knowledge on and access to Agriculture technology, know-how | <p>Promote need based agricultural extension and support services.</p> <p>Encourage women farmers' groups to select their service delivery organization.</p> | <p>Organize training on improved agriculture practices including IPNM, with support from line agencies, and research institutions.</p> <p>Ensure supply of inputs like seeds, fertilizers, and technical know - how through public or private service providers.</p> <p>Select land plots of women, DAG to use as demonstration training plots under the project.</p> <p>Arrange Field visits to agricultural farms, research stations and progressive farmers' field – Use of farmers' field training methods.</p> <p>Facilitate in establishing linkages with the service providers for agriculture marketing network and provide logistic support.</p> <p>Strengthen women's group to assume marketing activities for their farm produces.</p> | DALO, BSO, ROM, SPIs, Research Centres |
| Disparity in Wages | <p>Accord Priority Employment to women in project generated construction activities.</p> <p>Promote equal wages for equal work</p> | <p>Inform women groups regarding proposed construction works. Identify interested women to work, assess their skills and involve them as per their capabilities.</p> <p>Monitor women wage rate and do the needful to ensure wage equality for similar type of construction works.</p> | Project entity in partnership with subproject implementers |

| | | | |
|--|--|---|---|
| | | Inclusion of the above elements in the contractors' document | |
| Limited Access to Institutional credit | Make provisions for inclusion of MFIs as Project stakeholders | Identify lending institutions, MFIs available in the area, offer women with information on the institutions Assist in establishing linkages with the financial institutions and help to complete formalities | Project, MFIs |
| Liquidity or Cash Problem | Integrate Group Savings – Credit program and Income Generating Activities as part of the Project | Form women groups and facilitate in group savings practices Identify quick yielding income generating activities | Project, MFIs |
| Lack of knowledge and access to market | Establish a mechanism that ensures women a fair price for their produce | Make available the updated market information Encourage women groups to take up collective marketing or marketing cooperative Identify and train women who can later help local women in marketing | Women Groups Facilitator, in partnership with local marketing chain |

7.5.6 Consultation and Communication Strategy Framework

Subprojects will involve beneficiaries from a large number of farming communities, processors, traders, and entrepreneurs from public and private sector. Various groups of people will be mobilised for wide range of activities such as developing productive rural and market infrastructures, creating and strengthening industry-wide partnerships for forging linkages between producers, traders, processors and other stakeholders in commodity value chain, and demand driven commodity development. Crafting a range of consultation and social mobilisation guidelines to address multiple sectors' requirements is essentially a demanding task.

Community consultation is essential to make the potential beneficiaries participate in making proper decisions, and exchange their opinion and judgement with diverse stakeholders. It will place project related information across a larger segment of beneficiaries at macro and micro level, collect reactions or feedback from beneficiaries about what they feel about the proposed project, and prepare a feed-back mechanism and motivate beneficiaries to undertake initiatives to get involved in project activities. It would give opportunity for broad-based community involvement in the PACT programme. Guidelines developed for consultation and communication, which are more generic in nature, are described here.

7.5.6.1 Community Consultation Process

a) Consultation Methods

Public consultation is a continuous process instead of a one time event and its success largely depends on culturally responsive communication. Community consultation will be conducted using a range of methods. The selection of precise methods or techniques will largely depend on the needs of the project and the socio-cultural characteristics of the target beneficiaries. While some of the frequently used consultative methods are listed below, a combination of methods can be easily deployed in PACT subprojects to fully attain their objectives.

- Intervention through traditional community leadership
- Information dissemination workshops for stakeholders
- Focus Group Discussions
- Key Informants Consultation
- Structured or semi-structured interviews with individuals, groups and communities
- Resource (social, economic etc) mapping , transect walk together with the community & their leaders

The following strategy essentially will help in carrying out community consultations successfully:

- Public meetings at easily accessible public places like schools, VDC or community buildings or play ground.
- Use of local language or dialect to communicate during consultation.
- Use of female members / professionals to convey message in gender sensitive areas.

Through the public consultation, affected communities will be informed about the likely impacts of subprojects on them and obtain feedback from them so that their views can be assimilated in the design of the project.

b) Consultation Process

Based on the experiences gained during the present study (survey in 11 sample districts) as well as lessons learnt from similar projects, the consultation process will include, but not limited to, the following:

i) Stakeholders' Mapping

As the stakeholders of the proposed project range from agro-producers to processors, transporters and marketers, the initial step would be socio-economic mapping of these part takers. Such mapping should indicate the precise location of these stakeholders in the project area, their direct and indirect linkages with service providers and with other stakeholders, assess the available opportunities and constrains, and thrash out the modalities to best utilize the opportunities. This exercise would be done in consultation with the stakeholders at the central as well as at district level. For project purpose SPIs can also be engaged in such exercise at district level. The process of consultation with beneficiary groups is illustrated in Appendix 7.12 (Figure 5).

ii) Consultation Schedule

Prepare detailed time schedules of community consultation and inform the concerned community about the consultation programme in advance through conventional system. Carry out project information campaign in all the potential districts. Held community consultation in the form of general mass meeting wherein the programme content, conditions, and their roles and responsibilities will be shared. The second leg of consultation should be done after the receipt of subproject requests and their initial screening. At this stage the consultation will focus on determining the demand, defining the aspirations of the beneficiaries and coming up with an acceptable, feasible subproject plan. In the third leg consultation should be carried out for sharing the subproject design and detailed implementation arrangements and receiving the concurrence of the stakeholders.

iii) Information Disclosure

Establish community based Information Centres in the areas where subproject is identified and selected for implementation. Such centres should be located at the central part of the subproject area and should hold all relevant information, documents, leaflets, audio-visual presentations etc. VDC or the Agriculture / Livestock Service Centres at village level, DDC or DALO at district level, ROM, and BSO of RCAA at regional level, and NPMT office and NCAA Secretariat at national level can be used as a place for

information sharing. Bulletin boards with information will be placed so that people will have easy access to information on various commodities in value chains.

c) Communication Campaign

Well-designed “Information, Education and Communication” strategies can help augment participation of stakeholders as they become more aware of the opportunities available to them. Likewise the openness in communication enhances project transparency and accountability in all aspects of the program. The means of communication must be community/user friendly so that it encourages queries. Consequently a variety of information dissemination methods/tools will have to be used to facilitate access to information.

The PACT subprojects during planning phase will use the following communication campaign in selected potential districts:

- In the beginning of the project, carry out communication campaign in all the potential districts.
- Deploy culturally suitable means of communication/ information campaigns wherever possible.
- Printed materials like posters, pamphlets, brochures in Nepali or native language with information on the Subprojects will constitute an integral part of the campaign. It would enable target community better understand the project processes and procedures.

Organise intensive awareness raising camps and village level meets in the initial stage of the project for a wider dissemination of the project objective, approach, methodology and anticipated role of community. Wider diffusion of information will be largely carried out with the help of SPIs and advocacy groups (e.g. agro-commodity groups and women organizations).

7.5.6.2 Social Mobilisation Guidelines

a) Social Mobilisation Strategy

Social mobilisation encourages community people to organise themselves in bringing about changes in the realm of social and economic practices. It is a “catalyzing process” to encourage community people to organize into groups, interact and share problems, and seek solutions, mobilising their own as well as outside resources. With this approach, the local people become active recipient of assistance and competent actors.

The project would initiate social mobilisation process wherein community members with common interests and needs are best served by organizing them in groups under the relevant project sub-components of agriculture, fishery, livestock including processing and marketing. Organized into groups / organizations, individuals acquire enhanced prowess to address the problems. It is expected that these organised groups would help develop cooperation amongst the farming community for market oriented agriculture and allied activities.

The project would promote the following local institutions to achieve its objectives:

- Farmers Groups/Associations and cooperatives – for potential high value crops (including fruits, vegetables, tea, coffee, spicy crops, honey, MAP etc).
- Marketing Groups and Hatchery Owners Association
- Livestock rearing groups, dairy cooperatives and Marketing groups
- Self help groups, CBOs, and Women Groups for income generating activities.

b) Mobilizing the Community

The project will establish rapport with the participating community irrespective of their socio-economic status. Special effort would be made to assimilate the women, disadvantaged groups and vulnerable people. The IEC materials including the project details shall be extensively used by the field level

functionaries/ line agencies and SPIs to disseminate project information and roles and responsibilities of various partners. The detailed phases of community mobilization are given in Table 7.14

Table 7.14: Phases of community mobilization

| Phase | Activity | Facilitators |
|----------------------|--|---|
| I (3 months) | Information dissemination, awareness building. Understanding the social dynamics, Assessing interest to participate, agreeing to share cost and initial technical feasibility of the activity. | Line agencies officials SPIs / CBOs/ local government Advocacy group like Federation based on commodity, crops etc |
| II (6 months) | PRA/pocket level survey, socio -economic and environmental analysis, technical data collection, identification of women, vulnerable/ indigenous groups and groups formation. | SPIs, district level line agencies, private sector (Experts) local government (VDC). |
| III (1 month) | Orientation to community groups/ organizations to identify needs, facilitate in preparing demand or business plans and submittal. | Trained trainers of line department & SPIs |
| IV (1 month) | Apply screening criteria, Technical investigation and assessment of plan Approval | Line agencies official, project officials local government & SPIs |
| V (1 month) | Preparation of participatory detailed Subprojects design and training on both social & technical (skills) aspects | Community, Line agencies, project officials, SPIs, private sector, local government |

i) Initiation of Groups

After the pocket area is identified a preliminary consultation with concern stakeholders including village leaders is to be held, which helps in preliminary stakeholders' analysis, and make the local people aware of the objectives of the meeting, familiarising them with the project staffs and working methodology. By the end of the interaction a group or groups of farmers, showing interest in the activity are identified and further activities are carried out.

At second stage another round of meetings is to be held with the interested farmers with an objective of group formation. In this meeting, the possible projects are discussed at a greater depth and the working approach is outlined. After a general consensus is reached farmers are asked to initiate group formation process with the facilitation of local SPIs.

In the groups farmers themselves plan their need-based activities and implement them. So from the very beginning of group initiation the farmers should be involved in need identification, programme planning. The participatory need identification process should guarantee that all members actively participate in the decision-making process and that the action plan and development initiatives are based on wider consultation addressing priority problems. A draft schema of Group Formation process is given in Table 7.15. Group formation and mobilisation – preliminary interaction and Stakeholders analysis are presented in Appendix 7.13 (Figure 6).

Table 7.15: Steps in Group Formation Process under the Project

| Step | Activity | Purpose |
|------|--|--|
| I | Preliminary interaction/ consultation and stakeholder analysis | <ul style="list-style-type: none"> Assess existing community views towards development and enthusiasm to grow commercial crops Ascertain the scope and potentiality Identify the traditional knowledge & practices related to the concerned activity. Community willingness and readiness for cost sharing |

| Step | Activity | Purpose |
|------|--|---|
| II | Introductory settlement/village level meeting with the community people | <ul style="list-style-type: none"> • Rapport building • Basic information collection about the village/ settlement • Understand their aspirations/perception and views on self-development. • Identify vulnerable section of the community • Assess community cohesion and likelihood of group work with group responsibilities • Narrow down the potential of the area |
| III | Awareness raising, groups formation, group savings, capacity building, problem census, planning of subprojects | <ul style="list-style-type: none"> • Raising awareness about the activity to be promoted • Sharing the concept, objective, implementation arrangement of the project & role of the community. • Capital build- up in the groups • Information on existing local institutions. • Come up with a pragmatic subproject based on the community needs, aspiration • Groups' Skills development & strengthening |

ii) Training Activities

A series of training programs focused on participatory development, group dynamics and management will have to be designed and carried out. Such training will be conducted in the community itself. Newly formed groups will be intensively supported at the beginning, providing the farmers sufficient opportunity to be exposed to new technologies, to learn how to efficiently manage groups and establish necessary linkage with concerning agencies. For the project purpose categorical attention will be paid on;

- Awareness raising, broadening of knowledge of farmers and other stakeholders
- Improving or upgrading of the skills in the field of production, processing, marketing etc
- Promotion of farmers led research, demonstrations, agro-fair, farmers' workshop etc
- Field visits and farmers-to-farmers training
- Active involvement of NGO, private sector for enhancing farmers', entrepreneurs' skills and strengthening their organizations.

iii) Social Inclusion and Gender

Apart from economic incentives the proposed project aims at community-driven development. The overriding objective behind this notion is to empower resource poor communities and offer voice to the marginalized people in decision-making.

Some guidelines for fostering social inclusion include:

- Develop and construct categorical project rules and procedures to locate people prone to exclusion and promote their involvement;
- Employ local SPIs, advocacy groups and local government etc in subproject implementation that have demonstrated capabilities in working with such groups using participatory techniques;
- Identify the socio-institutional barriers that prevent these excluded groups to participate and develop specific measures under the project to deal with such man made barriers. Investigate how local institutions can be made more responsive and inclusive of these groups;
- Devise precise monitoring indicators that truly reflect the level of participation of such groups and involve all stakeholders in the monitoring process.

Because gender cuts across other forms of exclusion, gender-sensitive approaches will be taken on to ensure their participation. Some broad-based guidelines for enhancing gender inclusion are as follows:

- Ascertain priorities, roles, issues pertaining to gender, and assess their access to resources;
- Find out barriers to gender-involvement in the project and craft project procedure to reduce the impediments ;
- Engage those SPIs, CBOs, gender advocacy groups and local institutions that have demonstrated capabilities of working on gender issues;
- Provide for Gender Specialist who can guide the gender related initiatives in the subproject. Similarly prepare a list of precise monitoring indicators that can allow gender specific activities monitoring.

7.5.6.3 Guidelines for Project Selection and Planning

a) Identification of Sub Project Location

Identification of location starts with the collection of secondary data / information. Such information is used for identification and assessment of location recognized for commercial production, and adjudging growth potential and community willingness for wider adoption of commercial agriculture.

Secondary data should be collected from various sources such as local institutions, various reports, records and verbal information (e.g. farmers, traders, agro-vets etc). It is wise to carefully take stock of which information is worth considering at each stage of the research. The collected data are analyzed and potential pocket areas are ascertained.

Identification of location has to ensure the accessibility of area in terms of transportation. Farmers' orientation towards commercial agriculture is yet another prerequisite. All pocket areas listed in the previous step are analyzed based on accessibility, natural condition, land holding, and availability of storage facility. The production pocket areas must possess high potential for increase in yield with low susceptibility to disease and pest.

ii) Project Planning

The results of many development initiatives aiming to improve the living standards of the target community have often been disappointingly poor. This was mainly because the initiatives were poorly taken up by the communities. The complex goals and decision-making criteria of smallholder farmers are often beyond the understanding of "change agents.^{1/} Misapprehension of farmers' goal and decision criteria increases the likelihood of addressing the wrong problems.

The project will adopt people centred approach and ensure involvement of communities not only in implantation but throughout the project cycle – from need identification, planning, design, implementation, to monitoring and evaluation. The project is premised at community participation and will promote participatory planning and beneficiary mobilization at the field level. Subprojects identification and planning will involve the broader community and participatory preparation of detailed subproject implementation plan will be promoted. The Project in this regard will undertake activities like sponsorship of information dissemination, district agriculture development strategy and/or plan, subproject screening/selection, prepare feasibility assessment and sub project implementation plan. The district agriculture development strategy/plan will map out marketing opportunities, location of indigenous/vulnerable groups, poverty status.

iii) Collection of Baseline Socio-economic Information

Planning process starts with understanding the overall situation of subprojects area. To do so baseline information will be collected using participatory tools like group consultation and discussions with indigenous people and deprived groups, interviews, SWOT analysis of the existing local institutions etc.

^{1/}Jurgen Werner 1993. Participatory Development of Agriculture Innovations.

Such exercise should be led by the community members themselves with the facilitating role of implementing agencies. Greater care must be taken in ensuring the active participation of women, indigenous and deprived groups.

Once the baseline information has been collected and the analysis completed the results should be discussed with the concern stakeholders. The whole process of demand articulation and subprojects formulation should be led by the communities themselves. The role of the implementing agency will be of facilitator in articulating their demand, assisting them in improving the skill and know-how through training especially in group management, decision making, group dynamism, saving and credit and account keeping and training on technical subjects. Such training must be demand based and organized following the participatory learning principles.